

MAY 20, 1960

PART 1 OF TWO PARTS

50¢

Sales Management

THE MAGAZINE OF MARKETING

How Is Hershey Doing – Without Advertising?

Page 33



ALSO IN THIS ISSUE

Will Du Pont's Telar

Give Antifreeze a Real 'Permanent'?

RECIPROCITY:

Dangerous Tool Winning New Users



Why can't adults see teenagers clearly?

When teenagers speak for themselves, their problems (and their rich promise) suddenly come into focus.

This May, a "Teenage Report to the Nation" in the Ladies' Home Journal reveals clearly what boys and girls across the country think about marriage, drinking, religion, cheating, good manners.

It is sober and sensitive reporting, the kind millions of women find nowhere else but in the compassionate pages of the Journal. Many magazines get into the home, but the Ladies' Home Journal gets into the heart. And, as advertisers to women know, when the heart is open, the sale can be closed.

the slipsheet

For issue of May 20, 1960

an informal "f.y.i." before you read the issue

If you read Sales Management regularly, you may be aware of our constant campaign to make the power of advertising better understood, better utilized... by the executives responsible for the sales performance of their companies.

Even so, subscribers can seldom predict what Sales Management will do or say (each issue, we like to think, is peppered with a few surprises). Example:

This issue's lead feature and cover story explores the marketing strategy and management philosophy of an important non-advertiser, the Hershey Chocolate Corp.

The story has been simmering in the editorial pot since last summer. On August 7, 1959, we published a pictograph titled, "The Power of Advertising," showing--through sales charts--that Hershey gets by without advertising...but that American Chicle (Chiclets) with advertising, has grown faster than the promotionally docile Hershey organization. It was an interesting and meaningful comparison.

Both companies sell low-priced confections, both sell their confections at pretty much pre-inflation prices, and neither requires high-cost, highly-skilled labor. Our pictograph showed that Hershey had increased sales 7%, 1951 to 1958, while American Chicle upped sales 68% in the same period.

Our point was the Hershey could have made markedly faster progress by employing advertising as a sales tool. American Chicle, on the other hand, promotes its growing product line by advertising in every type of medium.

For the next four months, up through December, our Reader Service department was busy filling requests for tear sheets and reprints of the Hershey-Chicle full-page pictograph. Sales executives found in it a strong argument to convince their directors that advertising sells, whether the product is confections or industrial components.

With reader interest still steaming, we asked Senior Editor Lawrence (Mike) Hughes to pack his grip and live for a while in Hershey, Pa. Mr. Hughes, who probes hard and deep, brought back not one but 10 answers to "How is Hershey Doing--Without Advertising?"

The story begins on page 33, and is an example of Sales Management's ability to uncover, mold and present the drama of marketing experience--with or without advertising.

#

Sales Management

THE MAGAZINE OF MARKETING

630 THIRD AVENUE • NEW YORK 17, NEW YORK

YUKON 8-4800

"the slipsheet" is included only in complimentary copies.

The Publishers

0691 .05 gen 1962

...undurchdringlich
...positiv ist die gesetzliche
...Ratifikation nicht zu erwarten

Was ist mit dem
Telemaxx? (abgesehen von
dem technischen Zustand)

Was ist mit dem
Technischen Zustand des
Telemaxx?

No, wenn wir
",nachdrücklich" so tun
dass... nicht mehr
ein Name mehr ist
-please was passiert

Ja sonst wird es
-vielleicht schon -
dass es nicht mehr
-Sicherheit mehr ist

-Vorwissen der anderen
-oder falsche, beschleunigende
-Fahrer.

Unterwegs waren
-einfach gefordert, sich
-zu trennen
-zu entfernen

(mit) schenken
-redlich gut
-es will es

Während ich hier
-die anderen auf dem Weg sind

ausdrücklich



What makes a newspaper great?

Africa today is a fascinating combination of Ju-Ju witchcraft and General Motors, reports Robert Hewett, Minneapolis Star and Tribune on-the-spot correspondent.

A shiny American automobile chattering down a bumpy trail at 60 mph, with a carefree Nigerian at the wheel who trusts in two kinds of magic—the white-devil power of the modern machine and the fetish bag swinging from the mirror: these symbolize Africa's headlong race to independence, rushing in 50 years through the social, cultural and economic changes Europe took 500 years to make.

And for all his freeway aplomb and technique, the Nigerian driver still places his greater faith in the dirty leather pouch containing a dried monkey brain, some ground-up gazelle bones, a withered scrap of crocodile skin and two rusty bolts from



Bob and Mary Hewett

a World War II transport plane.

Hewett and his photographer-wife, Mary, set out last fall on a jolting 19,500-mile tour through Black Africa, from the Cape to Sudan, from Gambia to Somaliland. The jolts were evident, too, throughout Hewett's dispatches from the seething Dark Continent, where primitive minds are fighting their way to the light of modern freedom.

As news from Africa mounts in violence, and exotic place-names, tribes and leaders make strange headlines, newspaper readers in America's Upper Midwest have been prepared by Bob Hewett for a better, wider understanding of the people and the problems, the paradoxes and contradictions, of the African scene.

His 25-article series, "Today's Africa," has been acclaimed by

United Nations officials, teachers and journalism students as an excellent job of background reporting and a shrewd analysis of political issues and pressures—in a land swept by the winds of change.

The Minneapolis Star and Tribune have access to virtually every important news-gathering service, but believe that only through meaningful extra coverage of key areas and events by their own staff members can good newspapers fulfill their obligation of keeping readers informed on daily developments and significant trends.

Such extra effort to add understanding, depth and focus to world news continues to maintain, for the Minneapolis Star and Tribune, the confidence and loyalty of the largest newspaper audience in the 3½-state Upper Midwest.

Minneapolis Star and Tribune
EVENING MORNING & SUNDAY

650,000 SUNDAY • 515,000 DAILY

JOHN COWLES, President

Copyright 1960, Minneapolis Star and Tribune Co.

The Only Publication for Catholic Administrators

Issued for
Peak Buying Seasons with
Proven, Verified Readers!

More than 21,000 pastors and key Catholic administrators receive Catholic Management Journal five times a year . . . during their most active specifying and buying seasons.

That these readers prefer Catholic Management Journal is verified by VAC's Reader Analysis (95.7% find the Journal's editorial content useful . . . 93.5% find its advertising helpful).

Controlled Circulation to Deliver Known Buying Power

More than 21,000 pastors and key Catholic administrators receive Catholic Management Journal five times a year . . . during their most active specifying and buying seasons.

That these readers prefer Catholic Management Journal is verified by VAC's Reader Analysis (95.7% find the Journal's editorial content useful . . . 93.5% find its advertising helpful).

VAC



SEND FOR SAMPLE COPY
AND COMPLETE DETAILS.

CATHOLIC

MANAGEMENT

400 N. Broadway
Milwaukee 1, Wisconsin
JOURNAL

Sales Management

THE MAGAZINE OF MARKETING

May 20, 1960

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Survey of Buying Power July 10 This Year

Because of delays in the release of revised figures on 1958 retail sales by the Bureau of the Census, vital to us as a benchmark for projecting 1959 retail sales by states, counties, cities and Metropolitan Areas, the Survey of Buying Power release date has been moved up from the usual May 10 to July 10.

This year the Survey of Buying Power, dated July 10, will carry for the United States and Canada, population estimates as of January 1, 1960, and estimates for the year 1959 on net Effective Buying Income and retail sales, plus cash farm income figures for leading agricultural counties in the U.S.

The Editors
Sales Management

Executive Offices: 630 Third Ave., New York 17, N. Y. YUKon 6-4800

HIGHLIGHTS

NO AGENCIES NEEDED, SO FAR . . .

To Hershey's founder, a \$10,000 pedigreed bull was a more acceptable avenue to public appetite than anything a "peddling" newspaper adman could offer. But the company that steers clear of Madison Avenue's wizards hasn't exactly ignored the value of publicity in the chocolate saga.

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'YOU SELL ME—I'LL SELL YOU'

That's the basis for "reciprocity," a business practice that, in the hands of small businessman or corporate giant, today is more subtle, more dangerous—but no less tempting—than it was when an early club maker got into a huddle with his animal-skinning neighbor.

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WHEN MONEY SCREAMS—AGAINST YOU!

The bonus that makes two out of three employees feel cheated, the automatic raise that nullifies the merit raise, the big commission money that keeps a salesman away from a management post—all are typical of companies' bungling when it comes to the potent dollar-influence.

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'A LITTLE MORE FUN IN ADVERTISING . . .'

Latest from the West Coast—A human coffee bean, J. Bolder Bean, is being billed as Folger coffee's star salesman. According to himself, Bean is a big, new TV personality who's going to help 1,500 grocers "sell coffee like crazy."

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Stebco

CUSTOM CASES

*specially designed
with your
business in mind*

- * any size
- * any quantity
- * any style



Challenge us to solve your problem. Whatever your line may be, we'll build the right sales tool. Stebco designers and craftsmen have spent a lifetime creating special commercial and industrial cases for top firms throughout the country.

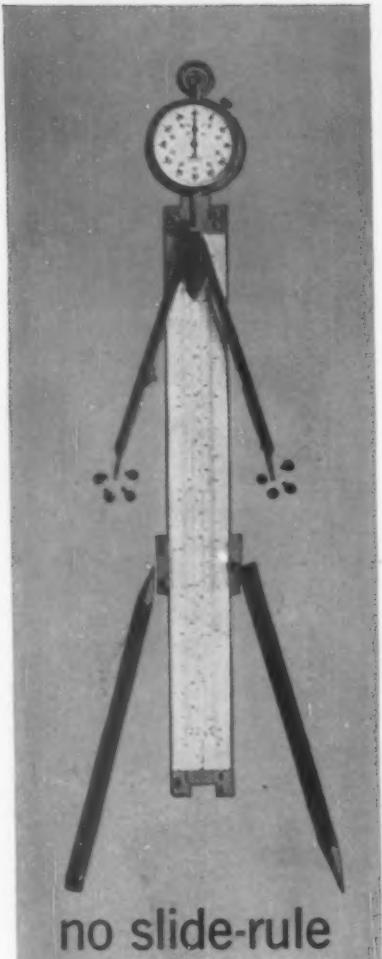
Your choice of Quality Top Grain Cowhide or Stebco's exclusive patented TUFIDE (looks like leather, feels like leather, outwears leather 5 to 1 . . . unconditionally guaranteed 5 full years.)

Submit your samples, sales or service material and details. We'll custom design the right case, and quote you—no obligation whatsoever.

STEBCO . . . nationally famed
Business and Student Cases
featured by Leading Retailers
everywhere since 1918

STEIN BROS. MFG. CO.
1401 W. JACKSON BLVD., CHICAGO 7, ILL.

Over 40 years
of superior quality and experience



no slide-rule expert required

During the next seven days, no possible combination of current weekday magazines will reach as many families in more than 65 key market areas as next Sunday's

PARADE

The Sunday Magazine section of strong newspapers throughout the nation, reaching ten million homes every week.



Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUken 6-4800

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U. S. and Canada \$10 a year • Foreign \$15

ADVERTISING SALES

Offices and personnel listed in Advertisers' Index.

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Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Premium Practice. INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Floor Covering Profits and Modern Tire Dealer.



Audit
Bureau
of
Circulations

Associated
Business
Publications

National
Business
Publications

Magazine
Publishers
Association

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Copyright, Sales Management, Inc., 1960



Among the nation's 20 largest markets Milwaukee ranks sixth in food store sales per family

THE SELLING'S FINE IN MILWAUKEE! With net personal income averaging \$50,000,000 weekly, Milwaukee has quite a spendable attitude. The food bill alone amounts to more than \$7,000,000 each week.

With coverage of 9 out of 10 homes, The Milwaukee Journal exerts strong influence over the big spending of Metro Milwaukee's 1,189,000 people. Milwaukee retail grocers know the selling power and economy of this saturation, one-paper coverage . . . concentrate 90% of their advertising dollars in The Milwaukee Journal.

MEMBER OF MILLION MARKET NEWSPAPERS, INC. — Offices: New York, 529 Fifth Avenue; Chicago, 333 N. Michigan Blvd.; Detroit; Los Angeles; San Francisco.

ANY WAY YOU LOOK AT IT— MILWAUKEE IS A TOP TEN MARKET

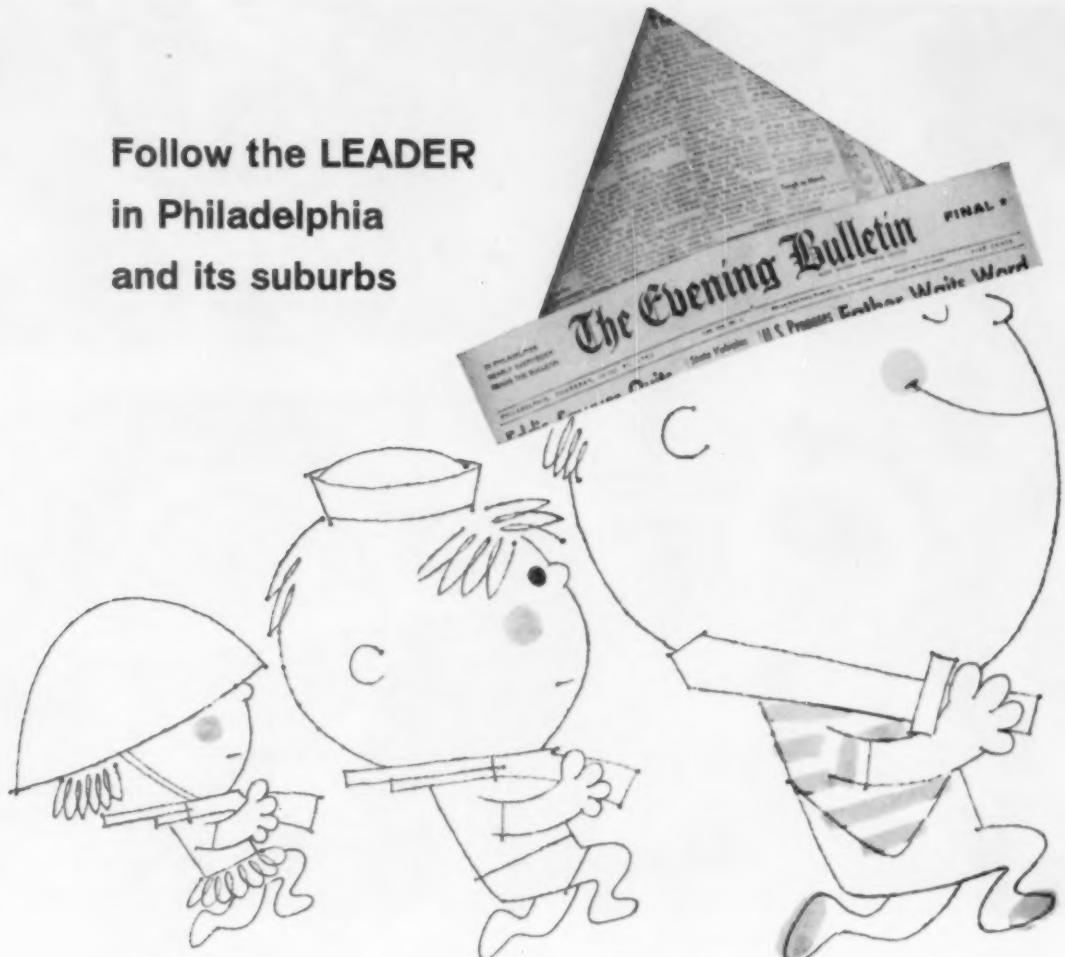
Median income per family.....	5th
% of families with incomes over \$7,000	6th
Median value of single dwelling units.....	4th
Retail store sales per family*.....	2nd
Automotive sales per family.....	5th
General merchandising store sales per family.....	5th
Eating-drinking place sales per family.....	2nd

*Excluding mail orders and other nonstore sales

with coverage of 9 out of 10 families . . .

**THE MILWAUKEE JOURNAL DELIVERS THE
GOODS IN MILLION MARKET MILWAUKEE!**

Follow the LEADER in Philadelphia and its suburbs



There's one leader in Philadelphia and its suburbs.

It's The Evening Bulletin.

The 1959 A.B.C. Audit Report shows that The Evening Bulletin's circulation leadership in 14-county Greater Philadelphia is 145,637.

Two major research studies—made by National Analysts, Inc. in 1960 and Carl J. Nelson Research, Inc. in 1957—show The Evening Bulletin's leadership in adult readership in both the city and the suburbs.

In the suburbs, where Greater Philadelphia is growing fastest . . .

A research study of adults in homes with telephones, made by National Analysts, Inc. shows:

In Suburban Philadelphia—

The Evening Bulletin Leads In Adult Readership

... by 146,000 adults in homes with telephones

A research study of adults in families, made by Carl J. Nelson Research, Inc. shows:

In Suburban Philadelphia—

The Evening Bulletin Leads In Adult Readership

... by 156,000 adults in families

A.B.C. Audit Reports for 1950 and 1959 show:

In Suburban Philadelphia—

The Evening Bulletin Tripled

Its Circulation Leadership

... and leads by 36,762 families

(and this leadership does not include the tens of thousands of Evening Bulletins sold in downtown Philadelphia which are carried home to the suburbs each day)

Follow the leader in Philadelphia and its suburbs
—The Evening Bulletin.

In Philadelphia Nearly Everybody Reads The Bulletin

The Evening Bulletin Leads in Circulation and Readership ... in Philadelphia and in Suburban Philadelphia

A MEMBER OF MILLION MARKET NEWSPAPERS, INC.
Advertising Offices: New York • Chicago • Detroit • San Francisco • Los Angeles

Suburban Philadelphia: | 13 counties beyond the city in the 14 county
Greater Philadelphia A.B.C. City and Trading Zone

-SM NOTES FROM THE EDITOR'S SIDE POCKET

Never Stop Selling

It was a coup for J. A. McIlroy, vice president-marketing, Electric Storage Battery, and retiring president of National Sales Executives, when he secured Vice President Nixon as the banquet speaker at this week's NSE convention.

The background revolves around three cardinal aspects of good selling—planning ahead, taking an initial turndown gracefully, and enlisting the sympathy and support of an executive's secretary.

Three years ago McIlroy took the Ray-O-Vac's sales force to the Key Biscayne hotel at the tip of Florida and there the manager of the hotel introduced him to Vice President Nixon. In the relaxed atmosphere of "pitch and putt" golf, McIlroy asked Nixon if he would be the convention speaker if McIlroy became president of the NSE. Nixon agreed.

Some six months ago McIlroy extended a formal invitation to Nixon, who indicated he was interested—but eight weeks ago Nixon's secretary, Rose Mary Woods, called Mac to say that her boss could not accept because he had to hold himself in readiness to attend the Summit meeting. McIlroy, a good diplomat, said he was sorry about the turndown but understood Nixon's difficulty.

But he didn't stop selling. He kept the heat on Nixon's office by asking the Vice President to help him line up another top-drawer public figure. During the course of several telephone calls, the secretary told McIlroy that when the Vice President had to turn down an invitation the people turned down usually became abusive and that it was a refreshing pleasure to find a man who could see her boss's point of view.

The denouement came three weeks before the convention when Nixon's secretary called to say that because McIlroy had been so graciously understanding about the turndown, Mr. Nixon had decided to fit the speech into his schedule.

What Do We Work for—Money or Fun?

A Stamford professor, Wilbur Schramm, recently answered a

number of charges brought against the mass-communication industry, including the one, "They don't care about anything except making money."

"Some of them don't," Schramm admitted, "but they are in the minority. As a matter of fact, the communication industry isn't a particularly good place to make money today. Newspapers and magazines are facing a real crisis in rising costs. A few years ago fortunes were made in television, but even that pot of gold has turned a little brassy. As a rule, people don't enter the mass media for pecuniary reasons—certainly not primarily so. They enter because they want to be editors or writers or publishers or in some other way respond to the challenge of communicating with the public.

The best among them, at least, are very much concerned with public service and put into it quantities of hours or dollars that might otherwise go into profit."

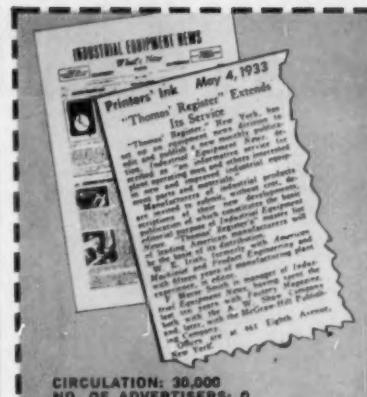
Another profound observer of the American scene is Walter Gutman of Shields & Co., members of the New York Stock Exchange, and he, talking about most businessmen, sums up their attitude thusly: "Very often it seems to me that Americans don't live for money as much as for excitement."

I agree, don't you, that this is true of every man who gets a kick out of his job.

Puffery or Deceit?

A Federal Trade Commission hearing examiner has dismissed charges that McGraw-Hill used deceptive promotional material in selling advertising space. A complaint had been registered about a promotional piece distributed under the headline "N.Y.U. Completes Major Survey of Auto Advertising." The copy, however, said that the survey had been made by an individual professor at the college.

The hearing examiner ruled "The headline should not be considered alone, isolated from the copy immediately below the headline. Certainly no [one] . . . would be misled and purchase advertising on the strength of this head-



CIRCULATION: 30,000
NO. OF ADVERTISERS: 0

the originator

1933

IN 1933...FDR took office, the Giants took the World's Series and men in industry took notice of a new kind of magazine: one that offered them detailed information on problem-solving products, both new and established. Its name: *Industrial Equipment News*.



CIRCULATION: 77,017
NO. OF ADVERTISERS:
OVER 700 every month

1960

—and still the innovator!

TODAY...IKE is in office, Explorer VI is in orbit and industry executives in the know still look to IEN for the facts on new products and product information. Today, Industrial Equipment News is the buying guide to better than 77,000 key men in 452 of the nation's major industries. What better place to tell them about your product? For full details, send for our Data File.

BPA

NBP

Industrial Equipment News
461 Eighth Avenue, New York 1, N. Y.
...Affiliated with Thomas Register

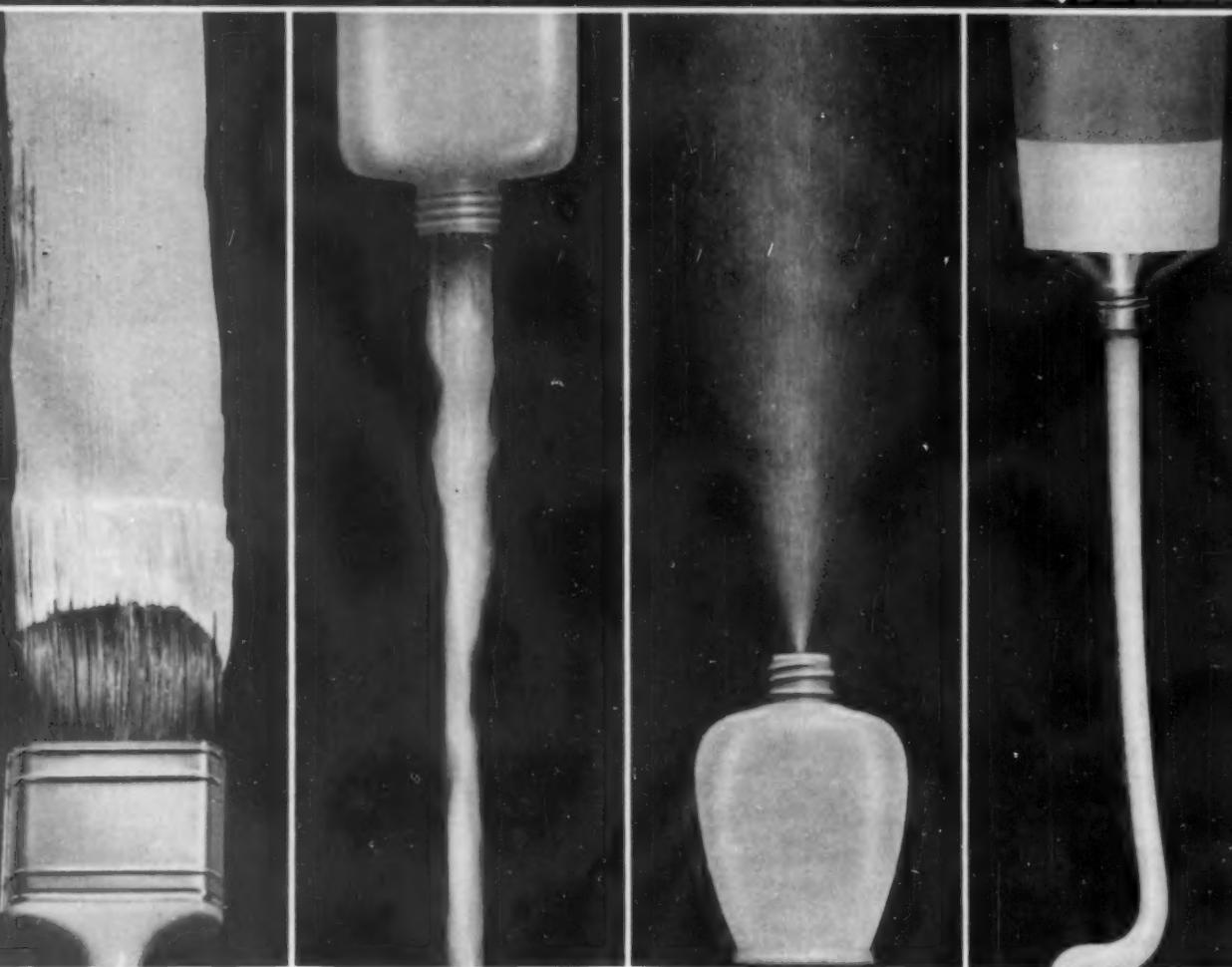
If your product can be...

BRUSHED

POURED

SPRAYED

SQUEEZED



...aerosol packaging may be more profitable for you

Does your product meet the requirements above? If so, there's a good chance aerosol packaging can revolutionize your sales as it has for manufacturers of hair fixatives, insecticides and many other products.

Aerosol packaging offers customers the neatest, quickest, handiest way ever to apply a product. Result— aerosols are increasing their share of the consumer market every year.

Get the complete story. It's easy to have your product tested by a custom loader—no need for your own loading line. Let Du Pont send you technical data and the names of aerosol loaders. It's one of the many services offered without obligation by Du Pont, manufacturer of time-proved Freon® propellents for aerosols.

FREE BOOKLET, "Package for Profit", contains information on how you can enter this field without major capital investment . . . includes marketing and technical data. For your copy, write: E. I. du Pont de Nemours & Co. (Inc.), "Freon" Products Division, 2420N-SM, Wilmington 98, Delaware.

Best-selling aerosols are powered with

FREON®
PROPELLENTS

BETTER THINGS FOR BETTER LIVING...THROUGH CHEMISTRY



AEROSOLS BOOST COTY SALES. By packaging L'Aimant fragrance in aerosol form, Coty creates new "spray mist" product that is outselling original bottled L'Aimant toilet water 2 to 1!

*Freon and combinations of Freon- or F- with numerals are DuPont's registered trademarks for its fluorocarbon propellents.

line." . . . In connection with another part of the complaint, the ruling was that when the promotions were considered in the light of the "limited, sophisticated and experienced audience" to whom they were exposed, it could not be said that the advertising was deceptive.

So, the FTC examiner argues that businessmen are not easily fooled. But what about the general public?

You may have noted that a recent Schwerin Research study found that among those who complained about TV commercials, the great majority griped about there being too many, 26% found them "too long, loud or annoying," while only 3% said they were false or misleading. I take this as confirmation of my feeling that few viewers are fools. Americans have learned to take a certain amount of exaggeration in their stride.

On this subject the Assn. of National Advertisers has published a booklet entitled "The Legal Rules of the Road to Honest Advertising," written by Gilbert H. Weil, general counsel of the ANA. He says that it is all right for an automobile advertiser to boast that his product is "Wonderful! Spectacular! Outstanding!"

The public, he argues, recognizes these words for what they are—puffery—and is not apt to be deceived by them.

However, when the same advertiser says that his automobile has 200 horsepower and delivers 30 miles to the gallon, the buyer is entitled to factual accuracy.

Amen. Harmful deception is the key. We hope the FTC will bear that in mind.

Leading from Strength

Time Inc. recently announced a sweeping reorganization of its higher-echelon executive personnel, involving a baker's dozen of executives (see p. 78). The accent is on youth, with most of the top posts given to vigorous men in their forties.

This is a good example of leading from strength. All of the Time Inc. magazines (they represent 90% of the corporation's income) are enjoying a better first half than in the comparable 1959 period, and the timing of the executive changes is therefore perfect. Had they done it at a time when the business of the magazines was stationary or going down, many of their prospects and advertisers would be just

cynical enough to say, "Well, they had to do something desperate because business was lousy." Their concept of the timing wasn't an earth-shattering new idea—yet as you read corporate announcements you will notice how many wait too long to make their changes.

The Government Mixes Its Blessings

Much as we all hate Government "interference," much as we dislike heavy taxes, it must be admitted that Big Government does create business for some of us. Conspicuous beneficiaries are makers of office forms and equipment needed for the ever-mounting record keeping needed for Government reports.

Currently the Civil Aeronautics Board is cracking the whip on the airlines for "overbooking" their flights, but admits that some instances are due to human errors or errors of communication beyond the carrier's control. To which the magazine Air Travel adds the advice, "The sooner the airlines can make use of the most advanced computers and other electronic devices to record and relay space-availability information, the less vulnerable they will be to punitive action under the forthcoming regulation."

The Post Office Department, demanding more and more postage, isn't particularly popular with publishers these days, but we must admit that Mr. Summerfield has created some business. Late last month The Saturday Evening Post carried a five page insert from Scott Paper which wouldn't have been possible three years ago. Up to that time no publication mailed as second-class matter was allowed to carry a sample of an advertised product.

But then Mr. Summerfield decided that he must get more money from publishers, and, being a businessman, he knew that he couldn't—for long at least—unless the publishers remained solvent. So, among other steps, he removed the ban against samples (subject to some restrictions) and Scott, for a part of the insert, brought a sample of its new Scottowel to the approximately 6½ million people who get the Post each week.

Phil Salisbury

LARGEST MARKET BETWEEN SPOKANE and MINNEAPOLIS!



The Fargo Forum reaches 3 out of 5 families in these 20 North Dakota and western Minnesota counties . . . and 9 out of 10 families in the Fargo-Moorhead 2-county "metropolitan" area.

These 20 counties form one of the Northwest's richest markets—315,100 people, \$367,513,000 in retail sales. Fargo itself is now a SRDS additional standard metro area—and still 1st in the U.S. in retail sales per household.

These 20 counties in 3 states are but one market, solidly sold by only one newspaper—The Fargo Forum.

Represented by Kelly-Smith Company

THE FARGO FORUM Moorhead News

Largest circulation in North
Dakota and western Minnesota

3RD LARGEST
MARKET IN
ILLINOIS·IOWA

ONE OF THE
FIRST
100
MARKETS

Quad-City newspapers serve 279,700 people daily. Use the Argus and Dispatch to sell the 159,200 Quad-Citians who live on the Illinois side. 56% live on the Illinois side.

QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

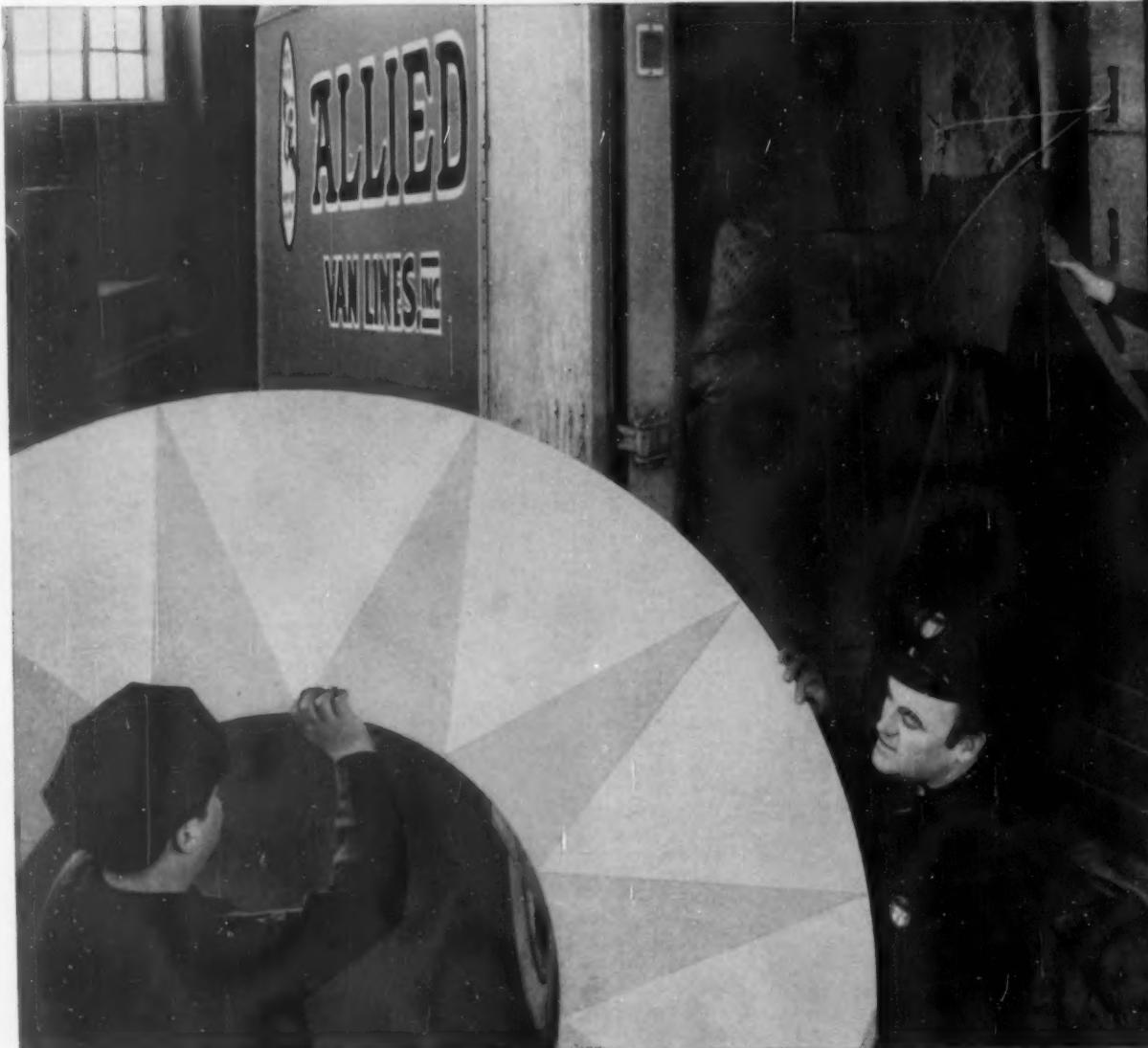
ROCK ISLAND ARGUS and MOLINE DISPATCH

REPRESENTED BY ALLEN-KLAPP CO.

Moving an exhibit in a hurry?

.....

Trust everything



Allied
world's largest
Van Lines
25th and Roosevelt Road, Broadview, Ill.

*Look up your Allied Man
in your phone book.
More people do, again and again.*

FREE FOLDER
Send for "Display and Exhibit Moving" today

The show goes on—on time.

Relax, and let your Allied Man handle everything. He'll get it there on time, move it to the next show. This takes lots of experience, expert scheduling. Allied has a central control department that specializes in the handling of dis-

to your Allied Man



plays, exhibits and other shipments on tour. Allied men have a gentle way with large, easily marred display panels—that keeps them new and fresh looking longer. Your Allied Man is the world's largest mover. Trust him, to take care of your equipment *right!*



This is a Scissor-billed Box-topper



**A bird in the hand
is still worth
you-know-what**

... it still costs less to keep a customer *sold* than to sell a new one.

Let us show you how to keep your customers sold—how to build business that repeats *and repeats*—with your own *customer engineered* premium plan.

Cost? You decide that. You pay for your individually-tailored premium service plan *after* you profit from it. Not before. Let us tell you more.

Write, wire or phone collect—
ATlas 8-9315. Dept. S-5

**The
S premium
Service Co. Inc.**

Founded 1897

SUBSIDIARY OF
THE CURTIS PUBLISHING COMPANY

195 North St., Teterboro, N.J.

CORPORATE CLOSE-UP



Selling Computers Not So Different From Selling Adding Machines

What does an adding machine, or even an electro-mechanical accounting machine, have in common with an electronic data processing system? Plenty. For one thing, the customer for the adding machine may be now, or in the near future, a prospect for a more fully automated business system. However, the Burroughs Corp., with its formerly separate Burroughs Division and ElectroData Division, had no central knowledge of the overlapping equipment needs of its customers and prospects.

To meet these rapidly mingling markets, and to be ready for the full swing to automation tomorrow, Burroughs has merged the marketing phases of the two previously separate divisions into a single division called Equipment and Systems Marketing. Advertising will also be under direct control of this central marketing division.

The new marketing task force will be headed by a 3-man Marketing Executive Group. At the head of this team is Ken T. Bement, formerly general sales manager of the Burroughs Division, whose new title is vice president—marketing. Two sub-groups will each be headed by an assistant vice president-general manager. These are called the General Products and Systems Group and the Data Processing Group. Both will sell the full Burroughs line, but certain major accounts will be segregated for special sales effort. These designated accounts will be served by account executives who know all their equipment needs.

"Burroughs has made this move to cut duplication of sales effort," says Bement, "and to take better advantage of potential sales as business equipment needs overlap into more automated systems. In the past there were numerous instances of duplicated sales calls by the two divisions without the knowledge of either. This will be eliminated. There will be closer communication between the field and market management."

Will this consolidation mean that fewer salesmen will be needed? "No," says Bement, "far from it. We've been adding sales manpower at a rate of about 10% a year. This growth will probably continue as Burroughs continues to expand its potential markets."

It will mean a more effective use of sales manpower at the field level, according to Bement, and tighter, more efficient use of executive power. Where the company previously had 12 regional sales managers for the Burroughs Division and four regional sales managers for the ElectroData Division, there will now be just 12 regional sales managers serving Equipment and Systems Marketing.

Burroughs has a king-size cross-training project under way with a target date set for the end of 1960. Burroughs salesmen will now have to be equipped to sell the complete line, from adding machines to electronic computers.

In a sense, this marketing reorganization at Burroughs represents growth in top-level marketing know-how. When Burroughs acquired the ElectroData Corp. in 1956, data processing systems were a frighteningly specialized form of equipment. As the knowledge and the use of these super-sophisticated business aids becomes more widespread, so its marketing moves out of the hands of the equipment specialist into the hands of the marketing specialist.

**Triumphs
of an advertising
decision maker**



HE PAID ONLY FOR "PROSPECTS"—NOT FOR "SUSPECTS"

When this media man went digging for gold he struck it rich, by concentrating his client's advertising budget in Hearst Special Interest Magazines—where he knew the ore was richest. So doing, he eliminated that portion of disinterested, unwanted readers that he might have paid for in mass circulation media, and directed his message just at preconditioned prospects—not unlikely "suspects".

HEARST magazines



*13 keys to the special interests of 13 groups of people • • • American Druggist
Bride & Home • Cosmopolitan • Good Housekeeping • Harper's Bazaar • House Beautiful • Motor Boating
Motor • New Medical Materia • Popular Mechanics • Science Digest • Sports Afield • Town & Country*

One phone call...



...solved two big retail demonstration problems for **Johnson**



1. Dealer Cooperation.

Johnson asked: How can we get dealers to use motion picture demonstrations of outboards?

Bell & Howell joined with Johnson to create a special promotional package built around the famous Filmo-sound 16mm projectors. Johnson salesmen took it into the field, used it to convince dealers of the ease, speed and economy of showing prospects, demonstrations on film.



2. Keeping the plan in action!

Bell & Howell, with the largest nationwide network of Audio-Visual representatives, provides Johnson dealers with expert service and on-the-spot training. These are just two examples of Bell & Howell A-V service in action. Call or write us for details on how our products, experience and service can work for you.

FINER PRODUCTS THROUGH IMAGINATION

 **Bell & Howell**

7190 MCCORMICK ROAD, CHICAGO • AMBASSADOR 2-1600

Interview: Wesby Parker

President of Dr Pepper tells why he recommends time on WLW Television and Radio Stations.



"The 5 WLW Television Stations and WLW Radio offer that great big number one desirability—
AUDIENCE COVERAGE!"



"The famous Crosley Group reaches over 9 states and 6.5 million homes—giving advertisers one of the best buys and biggest markets of all 'time'."



"So to doctor and pep up your sales, just leave it to Crosley Broadcasting Cooperation—as we call it. Because the WLW Stations sure give complete cooperation to advertisers!"

Call your WLW Stations' Representative...you'll be glad you did! The dynamic WLW Stations...

WLW-C
Television
Columbus

WLW-T
Television
Cincinnati

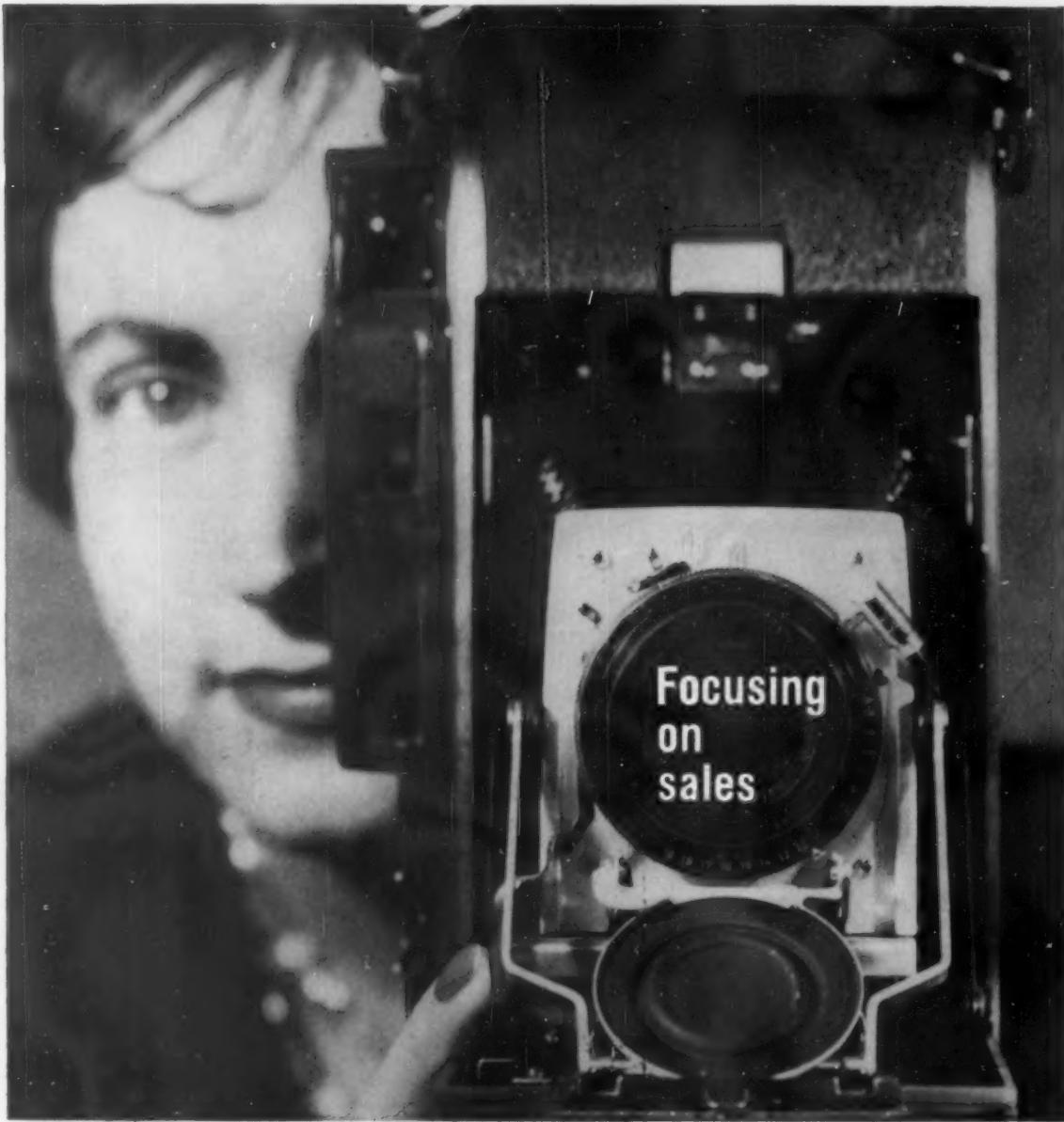
WLW-A
.Television
Atlanta

WLW-I
Television
Indianapolis

WLW-D
Television
Dayton



Crosley Broadcasting Corporation, a service of **Arco**



"Out of stock" is a sale lost, as any sales manager knows. The ability to give fast and dependable delivery to your dealers is what rings up extra sales.

Air freight plays an indispensable role in modern marketing. Here's how the Polaroid Corporation uses it:

"We use Emery Air Freight in our day-to-day operations," said Mr. Jud M. James, National Sales Manager, "to ship our 60-second Polaroid Land Cameras and new '3000' speed film to dealers whose sales have out-

stripped their expectations. Replacement merchandise is needed in a hurry. Emery enables us to keep up with increased demand. We use Emery because of its speed, coverage, and prompt teletype information service."

Businesses, large and small, can use Emery profitably in their sales and marketing programs. To find out how Emery's air freight marketing services can help you, call your local Emery representative today. Write for idea-packed booklet: "6 New Ways to Promote Your Products by Air Freight."



EMERY AIR FREIGHT

801 Second Avenue, New York 17. "EMERY—Worldwide Blue Ribbon Service"

Demand is 'Different' in Mid-'60

If business spends what it says it will, 1960 may yet turn into a banner year. And if consumers spend what they ought to spend, no recession will have a prayer.

In recent weeks two reports have been issued that make this very, very clear. One is the McGraw-Hill annual survey of Business' Plans for New Plants and Equipment. The other is The Economic Outlook for 1960 and Beyond, presented by Martin Gainsbrugh, chief economist of the National Industrial Conference Board, to the American Assn. of Advertising Agencies' annual meeting.

They are significant because: (1) Both were prepared after, and in the light of, the lukewarm first quarter and (2) both show that business in 1960 is good—but a slightly different kind of good than most marketers are used to.

Let's look at the McGraw-Hill report:

Business says that it will spend a fantastic \$37.9 billion for new plants and equipment in 1960. This is 16% higher than in 1959, \$3 to \$5 billion more than it plans to spend in each of the next three years. Manufacturing and railroads lead all other industries with increases of 26% and 16% promised.

But it is this 26% jump for manufacturing that holds greatest meaning for most marketers.

A leap of this size usually means only one thing—that demand has outstripped capacity to produce. Not so in 1960. At the end of 1959, manufacturing was operating at 85% of capacity. True, this is the highest since the mid-decade boom began to wither in 1956, but it is still 9 big percentage points below the average preferred rate of 94%.

The expected 26% jump is attributable to three growth factors. Both the increased rate of modernization of existing facilities and the creation of new facilities for the development and manu-

facture of new products carry more weight than usual this year. Consequently, the traditional expansion of productive capacity fails to occupy its usual overwhelming place.

More imports, more domestic competition, higher labor, other manufacturing costs have done much to speed up cost cutting via modernization.

Not only will the over-all capital spending outlay be higher this year, but the proportion of it that is spent on updating will be up markedly in many industries. The McGraw-Hill report provides these examples, among others: Nonferrous metals: spending up 18%, with 20 cents more of each dollar going for modernization than did last year. Food and beverages: 9% more outlay, 10 cents more out of each dollar for updating; "miscellaneous" manufacturing: no increase in outlay, but 9 cents more for modernization.

By and large, the marketer who preaches "replace and save" will be well geared to many of manufacturing's 1960 demands.

New Product Boom Grows

Bigger expenditures for research, development and manufacturing of new products also help to swell the capital spending total. Manufacturing industries expect to spend 5.6% more for R & D in 1960 than in 1959. Some \$682 million will be spent on construction of new research facilities alone.

By 1963, manufacturing industries expect a handsome 12% of sales to come from products as yet unborn. Many expect to do even better: transportation equipment, 27% from new products; electrical machinery, 18%; machinery, 16%; unclassified metalworking, 15%, and so on.

To the marketer, this boom in research, development and manufacture of new products holds a variety of meanings. Primarily it means that now

as never before he must keep on his toes, alert to new selling situations. Customers can be less and less relied upon to make the same products in the same way as they did a year ago.

Similarly, traditional competitive situations are sure to become more and more volatile. In either event, the marketer must be ready to rise to the occasion at a second's notice.

Obviously, the fact that the concept of selling is changing is supported by the McGraw-Hill report. Less and less can a product be sold on its built-in features; more and more the weight must be placed on how well the product solves a particular specialized problem, be it in cost cutting, use of new materials or whatever.

Consumer Market Changed, too

Now let's look at the consumer side of the coin. Martin Gainsbrugh's Economic Outlook surprisingly indicates that the consumer goods market is acting much like the capital goods market.

This is how the first quarter per capita financial picture looked. All figures have been converted to constant 1959 dollars and are seasonally adjusted at annual rates:

Personal income: \$2,163 — up \$56 from the boom year of 1955, up \$14 from 1959, up \$37 from the first quarter of 1959. Disposable personal income: \$1,901 — up \$50 from 1955, \$10 from 1959 and \$29 from last year's first quarter. Personal consumption expenditures: \$1,766 — \$50 over 1955, \$5 over 1959 and \$28 over 1959's first quarter.

If the money was there, what happened to business? To some degree, the gradual rise in payments for services, as well as payment of consumer debt (especially by those forced to rely heavily on credit by the steel strike) cut into consumer goods dollars. But much more than that — the boom is growing a little older.

Many feel that the sag in the economy, plus the impending end of the 30-month boom cycle means

a recession coming up. A more likely answer is that, as with capital spending, the consumer market is there — but its looks are changed.

It looks different because, as the boom grows older, there are fewer and fewer gaps that must be filled. People as well as companies have gotten in the last two years the things they "have to" have to keep pace. Now, as the rapid rate slows, the spender looks about to find where to put his money. He now has more of an opportunity to create his own need for goods or services, rather than having the needs forced on him by his circumstances. And both people and companies will put more weight on the "little things" — service, deliveries, etc., in making a decision to buy.

Says Mr. Gainsbrugh: "The steady and balanced growth during the past two years in end-product demand suggests that those who rely upon a mechanical (30 month) approach to forecasting may be in for a surprise."

"There is no necessary periodicity to the business cycle. Periods of business expansion end as do periods of business contraction, but expansions do not have a fixed life span of 30 months. What business-cycle history does tell us is that in the third year of economic expansion more and more uncertainties develop. Markets grow even more competitive and profits harder to come by. The easy growth of the early stages of recovery is behind us. Consumer demand takes on more and more of a discretionary or volatile character. But these changes do not imply recession."

"Rather than emphasizing the imminence of recession, I would [stress] the intensification of sales effort as a means of prolonging the current expansion. The further generation of private demand is, or should be, the order of the day."

Like the industrial marketer, then, the consumer goods marketer can no longer rely on the superiority of his product alone to make sales. Instead, the reason why such a product should be bought at all holds the key to the consumer pocketbook.

THE NEW YORKER creates

COPYRIGHT © 1952 THE NEW YORKER MAGAZINE, INC.

DRAWING BY GARRETT PRICE

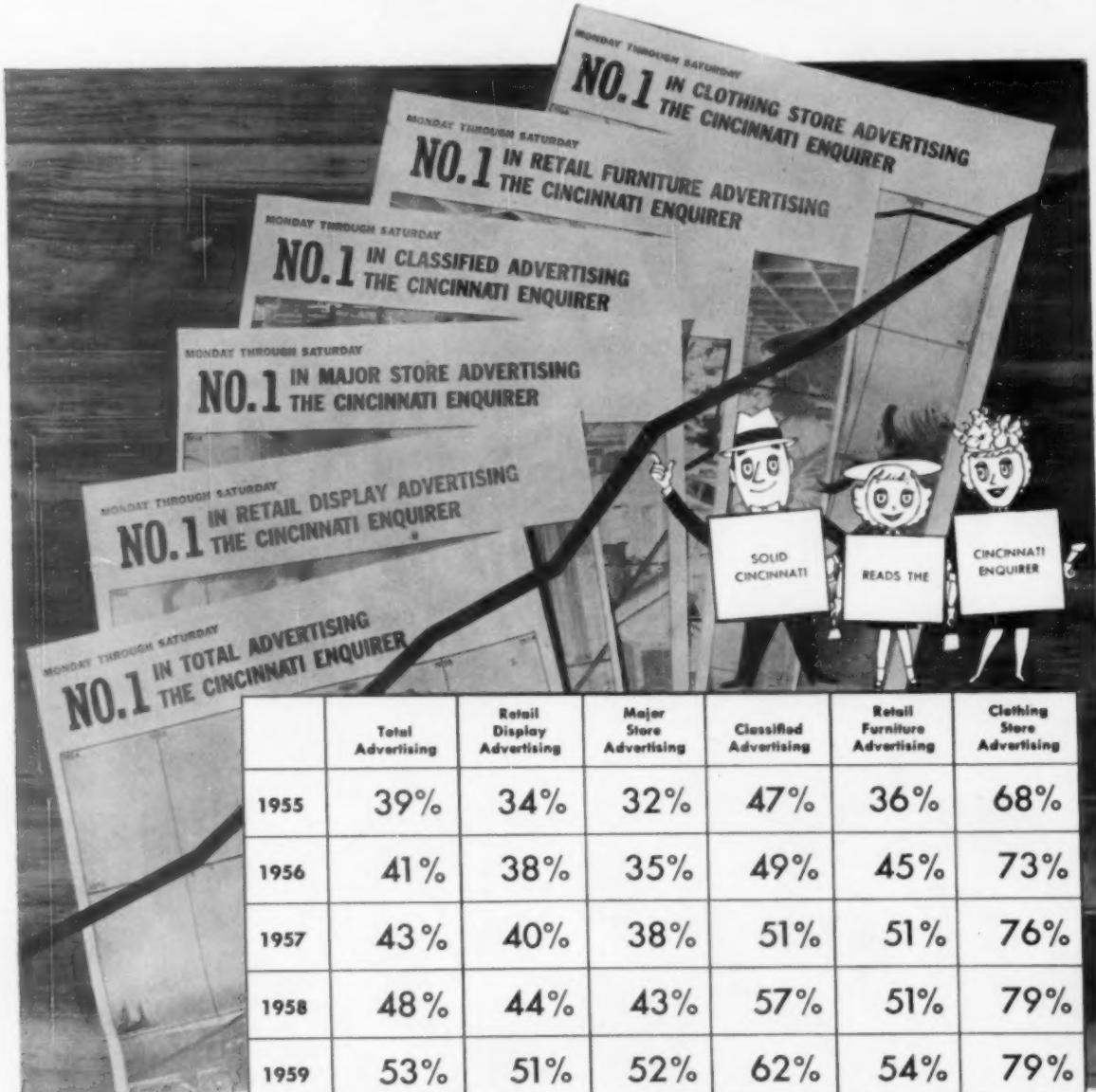
"The New Yorker creates sales.
Quality retailers know this. That's
why The New Yorker each week is a
showcase of quality retail advertising,
and that's why we have used
The New Yorker since 1926."

Andrew Goodman
President, Bergdorf Goodman



Ride the trend in Solid Cincinnati to the Cincinnati Enquirer

...a trend that, in five years, has taken it from 20th to 10th place among all newspapers in the U.S.A. in total advertising



Source: Media Records, Inc.

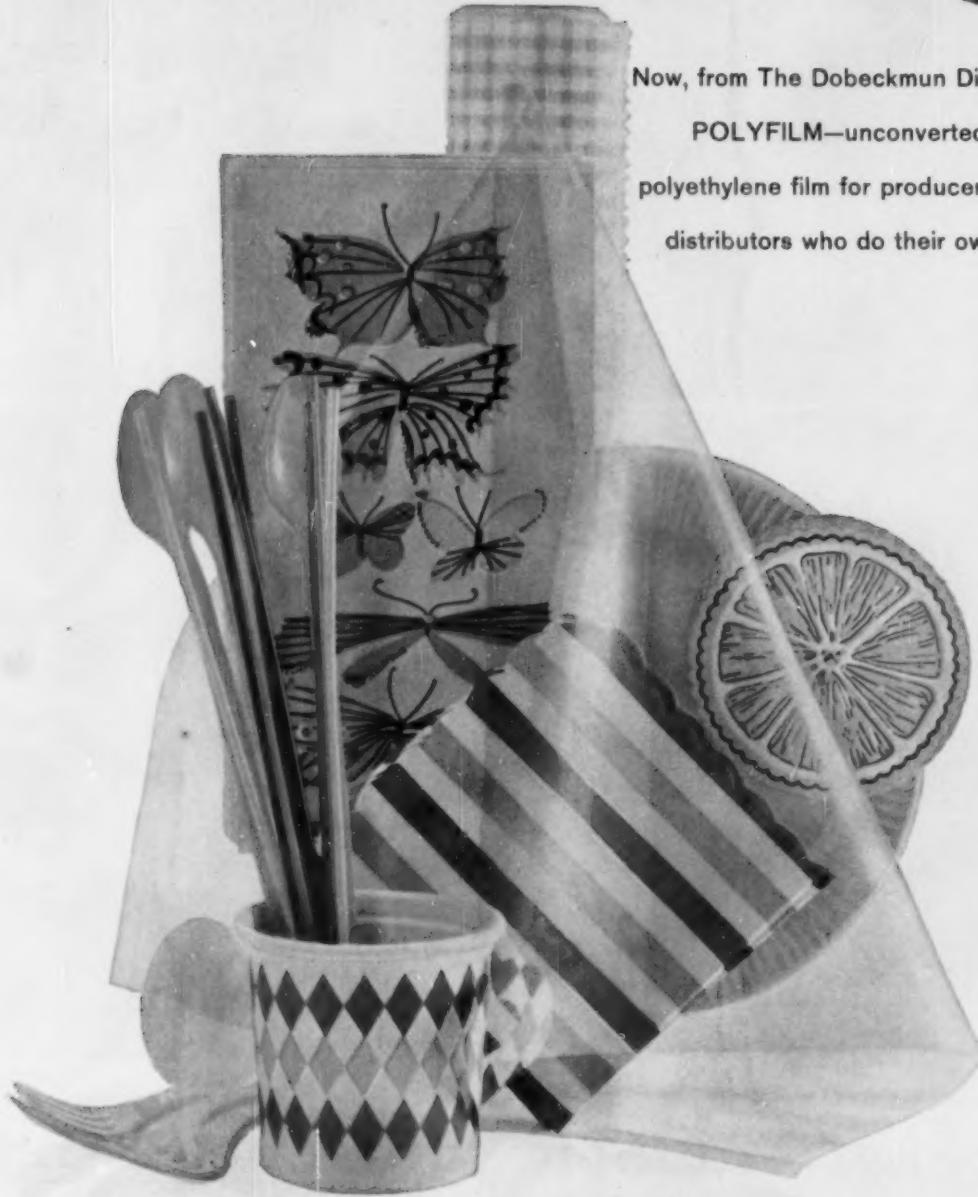
Represented by Moloney, Regan & Schmitt, Inc.

POLYFILM®

DOW

Now, from The Dobeckmun Division,

POLYFILM—unconverted—a superior
polyethylene film for producers and
distributors who do their own packaging!



Wide acceptance proves POLYFILM to be the superior polyethylene film. One manufacturer after another is capitalizing on Polyfilm's unique features to give his products instantaneous shelf appeal. In the paper industry, toilet tissue, shelving paper, picnic plates and cups are all being packed in POLYFILM—and selling better because of it. POLYFILM has constant gauge, unequalled machinability, fully controlled wind-up. One close look tells you it is glossier, clearer. POLYFILM will not absorb moisture from paper products, will not become brittle; products stay fresh longer.

Those using POLYFILM know of another important advantage—free and easy access to DOBECKMUN'S vast experience in the field of flexible packaging—yours, too, for the asking. Why not write today for fuller information?

THE DOBECKMUN COMPANY

DOW

A Division of The Dow Chemical Company, Cleveland 1, Ohio • Berkeley 10, California • Offices in most principal cities.



**These people are
“Ready-to-Buy”**



**Now! Sell them with a new kind
of national advertising—
National Yellow Pages Service!**

At the moment they're deciding to buy your product or service, the "Ready-to-Buys" are your most valuable prospects. Survey after survey proves that nine out of ten people turn to the Yellow Pages...and they use them when

they are "Ready-to-Buy." What better way to reach your best prospects with your selling message! Now you can do just that—with National Yellow Pages Service, *the national service you can tailor to your local markets.*



Vital! National Yellow Pages Service will complement all your advertising, make your advertising *complete!* Your national advertising message delivered locally in the Yellow Pages is your last chance, your *best* chance to sell prospects on your product (or keep them from switching to another) before they buy!

Flexible! Fits any geographic marketing pattern, method of distribution, advertising budget! Over 4,000 Yellow Pages directories . . . over 60 million combined circulation to pinpoint your precise market whether national,

regional or a selected area. A wide range of ad sizes in *any combination* to meet your competitive needs in individual markets.

Convenient! One contact, one contract, one monthly bill — regardless of how many directories you advertise in! And like other national media, National Yellow Pages Service is subject to advertising agency commission.

Call your National Yellow Pages Service representative at your Bell telephone business office for full details on how NYPS can work for you.

in Delaware Valley's suburbs,
The Daily Inquirer
 reaches 30% more
 adult readers than the
 major evening
 newspaper!*



The suburbs account for 58% of the market's population. Here's the sales score:

	% of Total Market
Retail Sales.....	58%
Food Store Sales.....	61%
Automotive Sales.....	65%
Drug Store Sales.....	56%
Gasoline Station Sales.....	74%
Lumber & Building Supplies.....	75%
Furniture & Appliance Sales.....	56%



So, if you want to sell more where they're buying more—put your advertising in The Inquirer!

*Source: "Philadelphia Newspaper Analysis" by Sindlinger & Company Inc. Highlights available on request.

The Philadelphia Inquirer

Good Mornings begin with The INQUIRER
 for 1,406,000 adult daily readers

NEW YORK
 ROBERT T. DEVLIN, JR.
 342 Madison Ave.
 Murray Hill 2-5438

CHICAGO
 EDWARD J. LYNCH
 20 N. Wacker Drive
 Andover 3-6270

DETROIT
 RICHARD I. KRUG
 Penobscot Bldg.
 Woodward 5-7260

SAN FRANCISCO
 FITZPATRICK ASSOCIATES
 155 Montgomery St.
 Garfield 1-7948

LOS ANGELES
 FITZPATRICK ASSOCIATES
 3460 Wilshire Boulevard
 Banbury 5-3557

-SM LETTERS TO THE EDITORS

brides want the McCoy

... Re your article, "The Rise of Surprise Competition" [Ap. 15], it simply is not true that "sterling silver tableware has been taken for a ride by . . . stainless steel." As a matter of demonstrable fact, sterling flatware (knives, forks, spoons, etc.) has exhibited some growth over recent years. With a bulge ahead in the marriage curve, this product promises to grow even more. What the author meant, as almost any jeweler could confirm, was that silverplated flatware has been taken for a ride.

Otherwise, very excellent article.

M. N. Rivenburg

Director, Marketing Research
Hamilton Watch Co.
Lancaster, Pa.

who's against aptitude tests?

In your article, "What's the Status of Sales Aptitude Tests Today?" [SM, March 18] it was stated: "Sales aptitude testing could only be a modern-day phenomenon. It has grown fast and frantically, and has more vociferous friends and vehement enemies than any other aspect of manpower development."

I am neither a vociferous friend nor a vehement enemy of sales aptitude testing, but I would like to hear the other side of the question from someone who has used this service and discontinued it.

J. R. Hooton

General Sales Manager
Martha White Mills, Inc.
Nashville, Tenn.

► Reader Hooton may be interested in SM's April 15 article, "Are Your Salesmen too Smart?" Readers: Any opinions on the subject?

voice of experience

... No businessman of my acquaintance would quarrel with the alleged objectives of the Douglas bill ["Will Credit Controls Stifle Buying?" SM, April 1]. Of course the public should know what they are getting and how much they are paying for it, whether it involves a credit, cash, or any other kind of transaction. In the small loan business we have operated

for many years under state laws which require this. . . .

We have learned, however, that the customer understands the charges best when they are stated in terms of dollars rather than interest. We believe, too, that whatever problem exists can be corrected better at the state than at the Federal level.

DeWitt J. Paul

Vice Chairman of the Board
Beneficial Finance Co.
Wilmington, Del.

politics on SM staff?

I was quite disappointed to note that my article, "Are Your Salesmen Too Smart?" [SM, Ap. 15], identifies the author as Leonard T. Dixon. For the benefit of my friends who want to know whether I'm so anti-Republican that I decided to change my name, please let them know that it's still Leonard T. Nixon.

Leonard T. Nixon

Senior Staff Consultant
Dale, Elliott & Co., Inc.
New York, N. Y.

distaff mystery

I would appreciate it if you would furnish me with the names of salesmen who have been outstanding because of the selling quality of their voices—men with natural selling voices whose quality generates extreme desire to buy.

Where might I be able to obtain phonograph records of their voices?

Betty G. Woolen

Alexandria, Va.

► Dixie accents preferred?

lost division reappears

You create an erroneous impression and overlook an important daily division of this association when you add the parenthetical tag (weeklies) after National Editorial Assn. [SM, April 1, page 96].

The National Editorial Assn. is the only national newspaper publishers' association which admits both weekly and daily members. Of its more than 5,600 newspapers, 525 are dailies—more than in any



Faultless advertising balloons get more attention for your brand name, insure success for premium promotions. Send for free sample kit, including new two-color imprinted balloons, layout sheet, price lists and complete ordering information. The Faultless Rubber Company, Ashland, O.

Faultless



**PUT A LITTLE FUN
INTO YOUR
SALES MEETINGS**



a lively sales meeting "starter" . . .
a refreshing program "break" . . .

There's nothing funnier for salesmen than seeing true-to-life sales situations humorously exaggerated. When the situations are easily recognizable like an overloaded expense account . . . the cliched sales pitch . . . or the how-to-sell the new account presentation . . . every salesman is guaranteed to laugh. And they will, when they see "HERMAN HOLDS A SALES MEETING."

Here's good, clean fun . . . NOT a sales training film, but a rib-tickler that's sure to relax your audience . . . put them in a good frame of mind for what's to come, or act as the wind-up to your sales meeting. A 10-minute, 16mm. sound, full-color motion picture. Available for rental or purchase. Write today for full details, plus our "Directory of Sales Films."

DARTNELL

4664 RAVENSWOOD • CHICAGO 40, ILL.

"HEADQUARTERS FOR SALES TRAINING FILMS"

A NEW KIND OF PACKAGE COMBINES TRAY AND BOX...



* trademark

If the package you need doesn't exist, St. Regis can create it. That's how **TROX**, the new tray-box, was born.

Happy Pet Products, Inc., the makers of *Tidy Cat*—hygienic, absorbent clay—had been selling their product in bags. But the Crowell Carton Division of St. Regis designed an ingenious new functional carton that quickly and easily converts to a tray twice its original size. Now product and package are

virtually one, and the age-old problem of cat sanitation has been made lots simpler for countless satisfied customers. (And countless contented kitties.)

TROX is the kind of novel development that offers something "extra," and has tremendous sales appeal. You can count on Crowell not only for original package design, but for imaginative selling ideas, too. From Crowell, the best is yet to come! Isn't there some way we can serve you?

Crowell offers complete packaging services for folding cartons . . . metal-edge dispensers . . . METLSTAY packaging.

Crowell Carton Company • Division of
Marshall, Michigan

St. Regis 
PAPER COMPANY

other association with the exception of ANPA.

Edgar S. Bayol

Executive Vice President
National Editorial Assn.
Washington, D. C.

and thank you!

We have been subscribers of SM for the past year and only wish we had taken the subscription sooner. Many of your very interesting items have helped our judgment, and helped improve our sales organization.

D. E. Getzen

Sales Manager
The Getzen Co., Inc.
Elkhorn, Wis.

rails championed

In your letters column, April 1, one [re airlines vs. railroads] that is too good to miss is signed by a "cargo sales manager of a prominent airline."

Except for the fact that railroads are paying taxes out of which our airlines are now, and have for months been, subsidized, he wouldn't even have a job!

J. W. Moore

The J. W. Moore Co.
New Orleans, La.

► *But-in the words of C. R. Smith, President of American Airlines: "Most of the trunk [major] lines have received no Federal subsidy since 1951 and, with one exception, none of the lines has received any subsidy since 1956."*

no 'educational' hobbies

Have been meaning to write you're your sales executive profile in the Feb. 19 issue. Checking their hobbies and extra-curricular activities, I note with chagrin not a single mention of sales education.

With adult education programs spreading rapidly across the nation, what a royal opportunity there is for the sales executive who is dedicated to the advancement of our profession to train and stimulate the rookie, refresh the active salesman. . . .

Or will our sales leaders continue to putter around while they bellyache about "today's low-grade sales recruits?"

William C. Dorr
Brooklyn, N. Y.

Spendable income for Pennsylvania farm families hits \$1,004,100,000



Farmers are industry's biggest customers . . . big because they spend from gross income . . . not from a worker's paycheck, minus deductions (net income).

As farm operations become larger and more mechanized, purchases increase. Since 1940, capital goods outlays have gone up 582 percent . . . production spending up 398 percent.

Pennsylvania farmers buy in a typical year: tractors—23,040 units; fertilizer—626,000 tons; building materials—\$117,233,000; drugs—\$35,434,000; furniture and appliances—\$74,631,000; retail food—\$369,865,000; automotive—\$322,703,000; gas and oil—\$125,551,000.

You reach him BEST in his own state farm paper

Local editing creates a climate of confidence in PENNSYLVANIA FARMER — merging your sales story with his shopping list.

Farmers prefer PENNSLYVANIA FARMER 2 to 1 over any other farm magazine because articles are right for their soil and their crops.

State farm papers provide a reader environment rich in interest and trust . . . an atmosphere in which your advertising sells harder . . . is more impressive . . . more persuasive . . . more convincing.

Only state farm papers support your ads with local editing. Want proof? Send for free folder.



Pennsylvania Farmer

HARRISBURG, PENNSYLVANIA

STRAIGHT-LINE ADVERTISING available also in —

- THE OHIO FARMER • MICHIGAN FARMER
- THE INDIANA FARMER • THE KENTUCKY FARMER
- THE TENNESSEE FARMER & HOMEMAKER

MORE CUSTOMERS

that's what you get when you advertise in NATION'S BUSINESS

**Sell the corporate giants . . .
plus half-a-million other
up-and-coming business firms**

When you advertise in NATION'S BUSINESS, you buy values no other publication—general consumer, newsweekly, business monthly, weekly or daily—can offer. First, you get 750,000 ABC circulation—the biggest business and industry package on the market. And, even more important, it's just as big in quality as it is in quantity. Nine out of 10 of its readers are men with a decisive voice in their companies' plans, policies, and purchases.

Here's what you find when you analyze the circulation: coverage of the nation's 500 top industrial firms—with some 23,000 owner-executive subscribers; breadth of coverage throughout business in manufacturing, distribution, finance and business services—with subscribers in some 500,000 medium-sized companies across the land . . . companies which, in themselves, represent a tremendous market for any advertiser who sells goods or services to business.

CONCENTRATES ON BUSINESS



You'll find NATION'S BUSINESS, editorially, an ideal magazine for telling your business story. It's about business, from front cover to back, and business only. Month after month, it gives a useful look ahead at important national issues and tells what businessmen should do about them in their own communities. It pinpoints developments in Washington—in terms of how they will affect business. And it spotlights business problems, throws light on management solutions. Its readers are in a business frame of mind when they turn to its pages—your advertising reaches them at a time when they're open to whatever new ideas or suggestions you may have to offer.

Presidents, Owners, Partners . . .

If you asked your sales department to compile a list of business executives of the size of NATION'S BUSINESS circulation, they couldn't come up with a more important group of executives than you buy in NATION'S BUSINESS. Look at these facts: among NATION'S BUSINESS 750,000 subscribers are 77,250 presidents, 445,400 owners and partners, 2,500 board chairmen, 38,000 general managers, and 53,400 other corporate officers. These are men who shape their companies' policies . . . develop their new products . . . forge their sales strategies . . . okay their purchases of equipment and supplies . . . the men you'd seek out to talk to yourself if it were physically possible to get out around the country and call on all their companies in person.



District Sales Manager finds NATION'S BUSINESS helps solve sales problems:

"Ours is a big-ticket line, and it involves selling an idea or a benefit as much as selling equipment. We have a couple of pretty big industrial customers in this territory, but the solid core of our business is the hundreds of comparatively smaller manufacturers in our sales area. Biggest problem we have is getting to call on them at least a couple of times a year, and then getting in to see them when we get there. We find

that we have to call on the men at the top all along the line. These are the only men in a position to buy. And we find that our advertising in NATION'S BUSINESS makes it a lot easier for us to get in to see them. They know our name and our products. So, often when we call, we get right through and are given a good hearing. Our company's advertising is a big help in getting those doors open to us."

Dollar for dollar best buy

Prospect for prospect, and dollar for dollar, you'll find NATION'S BUSINESS an ideal basic medium for getting your sales story to "hard-to-see" executives . . . for creating company and product acceptance in advance of salesmen's calls . . . for unearthing prospects you haven't had on your lists before—even including some you may not have suspected existed. So, if you've been paying mass-magazine rates to reach businessmen, look into NATION'S BUSINESS. You'll find it far and away your best business advertising buy!

**YOU USE NATION'S BUSINESS
TO SELL MORE
OF THE NATION'S BUSINESSMEN**

Nation's Business

**NEW
MASS
MARKET**

NATION'S BUSINESS

Advertising Headquarters, 711 Third Avenue, New York 17, N. Y.

Take Twelve Thousand Turkeys ...



Warren Johnson of Chester County, Pennsylvania, as featured in Farm Journal

... add beef cattle . . . and dairy heifers . . . and a 350-acre farm. No doubt about it, Warren Johnson is a very busy man. In fact, this picture is the only time he has ever been caught in a no-motion pose.

Top farm operators, like Warren Johnson, look to FARM JOURNAL for the latest farm news and money-making ideas—nationally and regionally. FARM JOURNAL gathers this vital information in every part of the country; delivers it to *any* part of the country. From wherever it happens, to wherever it matters.

To reach and influence the Warren Johnsons *everywhere*, advertisers invest more dollars in FARM JOURNAL than in the next two farm magazines combined. They know that nothing influences farm families like a farm magazine—and no farm magazine means so much to so many as FARM JOURNAL.

FAST FACTS ON FARM JOURNAL

- The biggest farm magazine in the world
- More than 3 million net paid circulation
- Bought and read by more farm families than the next two farm magazines combined

The magazine
farm families *everywhere*
depend on . . .



GRAHAM PATTERSON, Publisher
RICHARD J. BARLOO, President

GIVE YOUR PROMOTION THE GOLDEN TOUCH



**NEW!
24K
GOLDEN
TOUCH**

The only 24-karat gold transfer foil: a rich distinctive sales aid for prestige promotions.



GOLDEN TOUCH adds spark and excitement to your sales. Easy writing pressure transfers superior quality, long-lasting genuine gold to any surface—paper, plastic, metal, wood, glass, leather, fabric.

Grown-ups and kids can draw, trace, ornament and write in real 24 karat gold with any pencil, ballpoint pen or stylus.

Brilliant, tarnish-proof gold strips are singly packed in strikingly styled two-color acetate...a luxury design to complement and distinguish your holiday promotion and special year-round premium offers.

ADD GLITTER TO GIVING. Write for samples of three varieties of GOLDEN TOUCH.

GRAUERT OF GOLD STREET

100 GOLD STREET ■ NEW YORK 38, N.Y.



1 An average of 94% ...



2 ... of all the car-owning households in a market ...



3 ... are exposed to your messages ...



4 ... 21 times a month in Outdoor!

OUTDOOR—the Persistent Primary Medium!

The tremendous *coverage* of Outdoor Advertising, combined with its tremendous *frequency*, adds up to *persistence* unequalled in any other advertising medium.



**OUTDOOR ADVERTISING
INCORPORATED**

With offices in: Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle.

$$E = \int_{t_0}^{t_1} dt \int \lambda dx dy dz = \frac{1}{i} \int \frac{1}{l} K_4 l x_1 dx_2 dx_3 dx_4$$

$$\frac{\mathbf{q}_x}{1 - q^2}, \frac{\mathbf{q}_y}{\sqrt{1 - q^2}}, \frac{\mathbf{q}_z}{\sqrt{1 - q^2}}, \frac{i}{\sqrt{1 - q^2}}, \mathbf{q}_x = \frac{dx}{dt}, \mathbf{q}_y = \frac{dy}{dt}, \mathbf{q}_z = \frac{dz}{dt}$$

$$\left(m \frac{dx_\mu}{d\tau} \right), I_x = \frac{m \mathbf{q}_x}{\sqrt{1 - q^2}}, I_y = \frac{m \mathbf{q}_y}{\sqrt{1 - q^2}}$$

$$= m + \frac{m}{2} q^2 + \frac{3}{8} m q^4 + \dots, \quad \mathbf{K} = \frac{d}{dt} \left(\frac{m \mathbf{q}}{\sqrt{1 - q^2}} \right), \quad K_x =$$

$$= - \frac{\partial p_{xx}}{\partial x} - \frac{\partial p_{xy}}{\partial y} - \frac{\partial p_{xz}}{\partial z} - \frac{\partial (i b_x)}{\partial (it)}, \quad i \lambda = - \frac{\partial (i s_x)}{\partial x} - \frac{\partial (i s_y)}{\partial y}$$

$$= - \frac{\partial p_{xx}}{\partial x} - \frac{\partial p_{xy}}{\partial y} - \frac{\partial p_{xz}}{\partial z} - \frac{\partial b_x}{\partial t}, \quad \lambda = \frac{\partial s_x}{\partial x} - \frac{\partial s_y}{\partial y} - \frac{\partial s_z}{\partial z}$$

$$= - h_x h_x + \frac{1}{2} (h_x^2 + h_y^2 + h_z^2) - e_x e_x + \frac{1}{2} (e_x^2 + e_y^2 + e_z^2)$$

$$p_{xy} = - h_x h_y, \quad p_{xz} = - h_x h_z, \\ - e_x e_y, \quad - e_x e_z$$

$E=mc^2$

(Just a matter of Relativity)

- WBTV-CHARLOTTE IS FIRST TV MARKET IN ENTIRE SOUTHEAST WITH 595,200 TV HOMES*
- WBTV DELIVERS 43% MORE TELEVISION HOMES THAN CHARLOTTE STATION "B"**

*Television Magazine—January 1960

**NCS #3



JEFFERSON STANDARD BROADCASTING COMPANY

WBTV
CHANNEL 3 CHARLOTTE

Represented nationally by CBS Television Spot Sales

LET'S COMPARE MARKETS!

WBTV-CHARLOTTE	595,200
ATLANTA	571,500
MEMPHIS	483,800
LOUISVILLE	459,000
MIAMI	434,900
BIRMINGHAM	425,100
NEW ORLEANS	381,900
NASHVILLE	344,400
NORFOLK-PORTSMOUTH	339,700
RICHMOND	271,000

How Is Hershey Doing – Without Advertising?

By LAWRENCE M. HUGHES
Senior Editor

This question may require several answers, and even more explanations.

Answer No. 1: By the company's own standards of sales and solvency, today's heads of 65-year-old Hershey Chocolate Corp., of Hershey, Pa., find it doing well.

Three years ago Hershey was said to sell one-third of all chocolate and cocoa products consumed in the U.S., and 40% of all such products used around the world. Today, John James Gallagher, chairman, and Samuel Forry Hinkle, president, say, "Our market penetration's greater than ever."

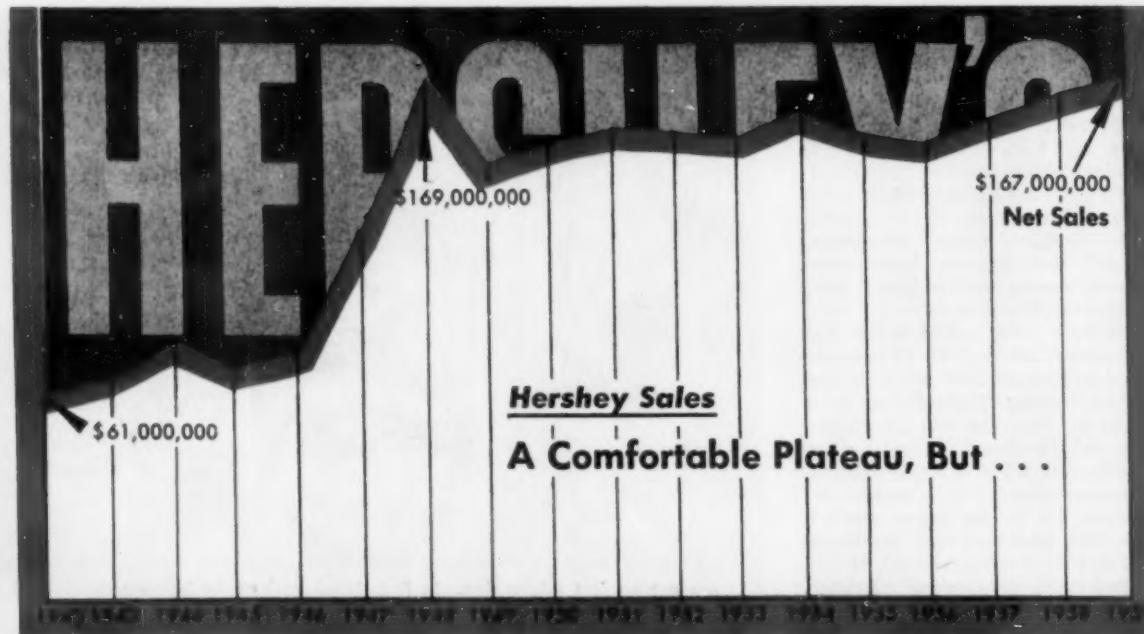
This doesn't prove that chocolate is a "growth industry." In the last six years Hershey's volume rose less than 12.5%, from \$148.7 million to \$167.3 million. Yet, despite diets and other deterrents, we Americans last year bought \$1 billion worth of many types of candy, and, per capita, consumed 18½ pounds of it.

Even of these pounds, Hershey got no lion's share. And in addition to 11 candies (largely milk chocolate and almond bars), Hershey's sales total included five lines of groceries (baking chocolate, cocoa, etc.) and six types of products (from chocolate coatings

to cocoa butter) for confectionery, bakery, ice cream and other industries. Foreign markets also contributed —though modestly.

Answer No. 2: In fact, by contrast with some other sweets purveyors, Hershey's sales would seem to be doing badly.

In a pictograph on "The Power of Advertising," August 7, 1959, SM showed that, between 1951 and 1958, Hershey's sales expanded 7%, while sales of another confectioner, American Chicle Co. (\$64 million), in 1958 soared 68%. In this period Hershey's





How is Hershey Doing — Without Advertising? (continued)

per-share earnings climbed 46%, while Chicle's went up 102%.

Both companies sell low-price items; have proportionately low labor costs; but both may be subject to widely varying prices of raw materials. "The striking difference," SM found, is that "American Chicle aggressively promotes its growing product line by every type of advertising."

In 1959 Hershey's sales gained less than 2%. Chicle's pushed ahead 7%. Though Hershey's 20% earnings growth in 1959 was double Chicle's, its 9% earnings-to-sales ratio still was only two-thirds of Chicle's more than 13%.

Answer No. 3: But along with chocolate products, Hershey also manages to make a lot of money.

Two visits to Chocolatetown, a dozen years apart, spur familiar comparisons—and some sharp contrasts. Between 1947 and 1959, net profit was almost unchanged—around \$15 million. Sales rose less than 39%. But this financially strong outfit had become almost spectacularly solvent:

Current ratio of assets to liabilities had soared from 3½-to-1 to nearly 12-to-1—probably a record among larger manufacturers. (Hershey has no long-term debt.)

With retirement of a preferred issue, capital stock outstanding had been cut from \$13.3 million to a nominal \$4.2 million.

Though total assets in 12 years had expanded only from \$59.3 million to \$86.7 million (after depreciating "plant" two-thirds in both years), earned surplus trebled—from \$25.2 million to \$75.7 million.

In their 1959 annual report Gallagher and Hinkle told of increased earnings from \$5.25 to \$6.35 a share and of boosting dividends from \$3.15 to \$3.40. Over the years, Gallagher tells SM, Hershey has "declared" an average 60%. (The company failed to make a profit only in one year.)

Some 2.4 million shares are outstanding. Listed on the Big Board, Hershey stays steady around 81.

So benefits the cause of education. Though Hershey Chocolate has more than 8,000 stockholders, 70% of the

shares are owned, through Hershey Trust Co., by the nearby Milton Hershey School for 1,200 orphan boys. The school is now observing its 50th year.

(Philanthropist Milton Snavely Hershey—who was not an orphan—did not worry about orphan girls: "Relatives or outsiders will take care of them. Girls are useful in the house. Boys, however, are looked upon as somewhat of a nuisance.")

Twelve years ago the school was "worth" \$60 million. Today, with the combined value of all outstanding shares at \$189.6 million, the school owns about \$133 million of Hershey Chocolate stock—or \$111,000 per orphan boy.

This may not be conventional "statementing": But for the boys' sake, add the earned surplus to the "value" of the shares, and then subtract the \$6.4 million current liabilities. (Federal income tax has been provided for.) The chocolate corporation comes out with some \$259 mil-

lion, and the school's stake in it is \$181 million—or \$151,000 per boy.

Answer No. 4: Compare Hershey's trends with those of all major manufacturers in the five years that Fortune has ranked the 500 largest:

Hershey started at No. 197 in both sales and profits. By 1958 (the list for 1959 is not yet available) it had dropped to No. 245 in sales, but had risen to No. 148 in profits.

And in percent of profit to invested capital, in 1948 Hershey ranked 46th among all 500. It was far above such food giants as Swift, Armour, National Dairy, Borden, General Mills, Ralston Purina, Pillsbury and Campbell Soup—as well as fellow confectioner Wm. Wrigley Jr. It nosed out such strong companies as General Foods, Corn Products, Foremost Dairies.

In fact, among all 500, the only food producers to give their owners a higher return were these seven: American Home Products (partly in food) was No. 1; Pepsi-Cola (a light

NOT ANTI-ADVERTISING—Present Hershey executives wish it to be clear that they are not against advertising. In fact, Hershey does do industry advertising in

"food"), No. 10; Kellogg, No. 15; American Chicle, No. 20. Nos. 37 through 39 were Gerber Products, Minute Maid, Campbell Taggart Bakeries.

Answer No. 5: Hershey built solidly on a philosophy and a way of life.

Milton Hershey made his people prosperous. Some veterans, benefiting from 37 years of profit-sharing and more recent stock options (at \$54 or \$55 a share) are rich. Since 1905 employees have received bonuses, and then profit-sharing.

For his people, founder Hershey erected an "ideal" town in the corn-fields 13 miles east of Harrisburg. To them and the growing annual horde of visitors he gave a garden of 94,000 rose bushes; a Community Building with theaters, library, dining room, games, etc. He built an amusement park, big swimming pool, a sports arena for 8,000 and a stadium for 15,000. He donated four golf courses, the Hershey Hotel, Cocoa Inn, etc.



HERSHEY, PA.—Milton S. Hershey built his "ideal town" amid cornfields and rolling countryside. The Founder once vetoed a plan to erect a big electric "Hershey" sign on the factory as ". . . foolish to tell people what they already know."

He gave jobs, not only in the chocolate factory, but with Hershey Estates, Hershey Department Store, Hershey Trust Co., Hershey Lumber Products, and other businesses. And by buying a quarter-billion pounds of milk annually, his chocolate company kept the cows and farmers contented for 75 miles around.

The view of rolling hillsides was lovely. But some could see only planned paternalism. Some called

Hershey, Pa., not merely a company town but a one-man town. (On the opening of the Hershey YMCA a veteran associate quoted what Artemus Ward said about Brigham Young's wives: "It is too much, too much!"

In late 1933 Fortune writers came to town and, without talking to Milton Hershey, did a piece for the January 1934 issue called "Mr. Hershey Gives Away His Fortune." The Founder felt he emerged from it "not much better than a robber baron." He disliked having the town's aroma labeled "chocolate stink," and he seemed especially irked at the line under a picture of Hotel Hershey: "A Pennsylvania Dutch idea of Moorish magnificence."

Answer No. 6: For a "non-advertiser," Hershey Chocolate has managed pretty well to spread the word of its policies and products.

To three generations Hershey has meant chocolate. George Eastman tried to make Kodak mean camera. Henry Ford I sought to stand for gas-bugging. But later rivals dimmed their dominant images.

American Chicle and others can testify to the fact that Wrigley no longer is a sole synonym for gum. And though Campbell may have two-thirds of the whole canned soup market, such a rival as Heinz keeps Campbell from owning a generic term.

Today, with Hershey, only a trade name like Kleenex may compare.

And yet this product which Milton Hershey managed to "monopolize" has been a favorite for four centuries.

(continued on page 110)

publications for various fields (above); but, aside from this, P-O-P displays, co-op for retailers, Hershey has no immediate plans for large-scale campaigns.

publications for various fields (above); but, aside from this, P-O-P displays, can-can for retailers. Hershey has no immediate plans for large-scale campaigns.

Let Kids Build Your Corporate Image

Remember those solid blocks of balsam wood that kids were expected to carve into scale models of the China Clipper and the P-39? No one but a budding Michelangelo ever succeeded because half the time the plans were missing, or there wasn't enough glue, or the kid's mother stopped the whole show in fear of razor-cut fingers.

If you do remember this, you're strictly from Quaintsville to the modern youth of America and its 1960 molded plastic, authentic, precision, several-thousand-part, atomic-reactor-power-plant kit.

Scale models and kits represent big business today, and business that's still growing. A recent survey disclosed that there were 23 million plastic model builders in the U.S. Monsanto's "Family Opinion Poll" revealed that 90% of all boys between the ages of 8 and 15 build plastic models, as do 26% of the males 21 and over. The science and hobby industry has grown from about \$40 million in 1940 to an estimated \$500 million today.

The world's largest and still rapidly growing company

in this field is Revell, Inc., of Venice, Cal. Revell's sales have zoomed from \$1 million to \$17 million in less than 10 years. And with 150,000 outlets in the U.S. and distribution in 78 foreign countries, the company is set up to continue its healthy growth.

Revell misses no tricks. The firm goes after what might be called offbeat markets by engaging in tie-ins with companies of other industries that use models for sales promotion, institutional public relations, demonstration and other purposes. Many large companies pay for the privilege of having their planes, ships, trucks, or plants used as Revell models. Revell's reputation for authenticity and precision has filled its catalogue with dozens of company names.

The firm's founder and president, Lewis H. Glaser, confesses that when it comes to ideas for new models in this atomic-missile-jet age, "We suffer from an embarrassment of riches. It costs up to \$150,000 to make a die for a new item, but we have to maintain our position—and the public always wants something new."

EXCLUSIVELY SOUVENIR OF YOUR FLIGHT
707 JET FLAGSHIP
ONLY \$100 PREPAID
Completely assembled \$15.00 prepaid

This precision scale model duplicates all jet engine housings and features, window detail, cockpit position, landing gear, tires, engraved wing contours. Full color details complete the 1/100th magazine model.

Fill out coupon on other side and mail in envelope. Enclose Check, Cash or Money Order (\$1.00 Extra for Mailing Outside U.S.A.)
See Other Side for AMERICAN AIRLINES JET-POWERED ELECTRIC FLAGSHIP Easy To Assemble—Lots Of Fun

To SKYWAY MODELS, Dept. AA,
P.O. Box 25782, Los Angeles 25, Calif.
Please forward the following American Airlines Kits:
Revol: Unassembled 707 Kit @ \$1 each (Retail Cost)
Revol: Assembled 707 Model @ \$1 each (Retail Cost)
Revol: Unassembled Electric Kits @ \$1 each (Retail Cost)
Revol: Assembled Electric Models @ \$1 each (Retail Cost)
\$1.00 Extra for Mailing Outside U.S.A.
TOTAL _____
Check _____ Cash _____ Money Order _____ Enclosed _____
PLEASE PRINT
Send To: _____
Street & No. _____
City: _____ Zone: State: _____

A Revell AUTHENTIC KIT

A 707 by Mail

Each week nearly 2,500 American Airlines travelers use this card to order a kit (at \$1) or an assembled model (\$5) of an American Airlines jet-powered 707 flagship. Cards are included in the flight packets at all seats.

As shown on the card's order blank, orders are sent to Skyway Models in Los Angeles—which means that shipment is made from the Revell model makers in Venice, Cal. The idea behind the offer is that many passengers like to have souvenirs of their flight.

'Large Economy' and 'Personal' Models

Revell, the model maker, and Fairchild, the aircraft builder have teamed up for some gratifying sideline "plus" sales of the popular F-27 model through other than usual channels.

The airlines flying the F-27 have put the kits on sale at airport terminals and have offered them for sale in seat-kit folders. Sales of more than 3,000 kits can be traced to this source.

Inside each package is a coupon which enables the model builder to obtain decals from each of seven lines that fly the F-27. Fairchild provided each airline with 10,000 decals with each line's own logotype. The lines were swamped with thousands of requests. Valuable mailing lists were compiled for other promotional uses.

Squeezing every ounce of benefit

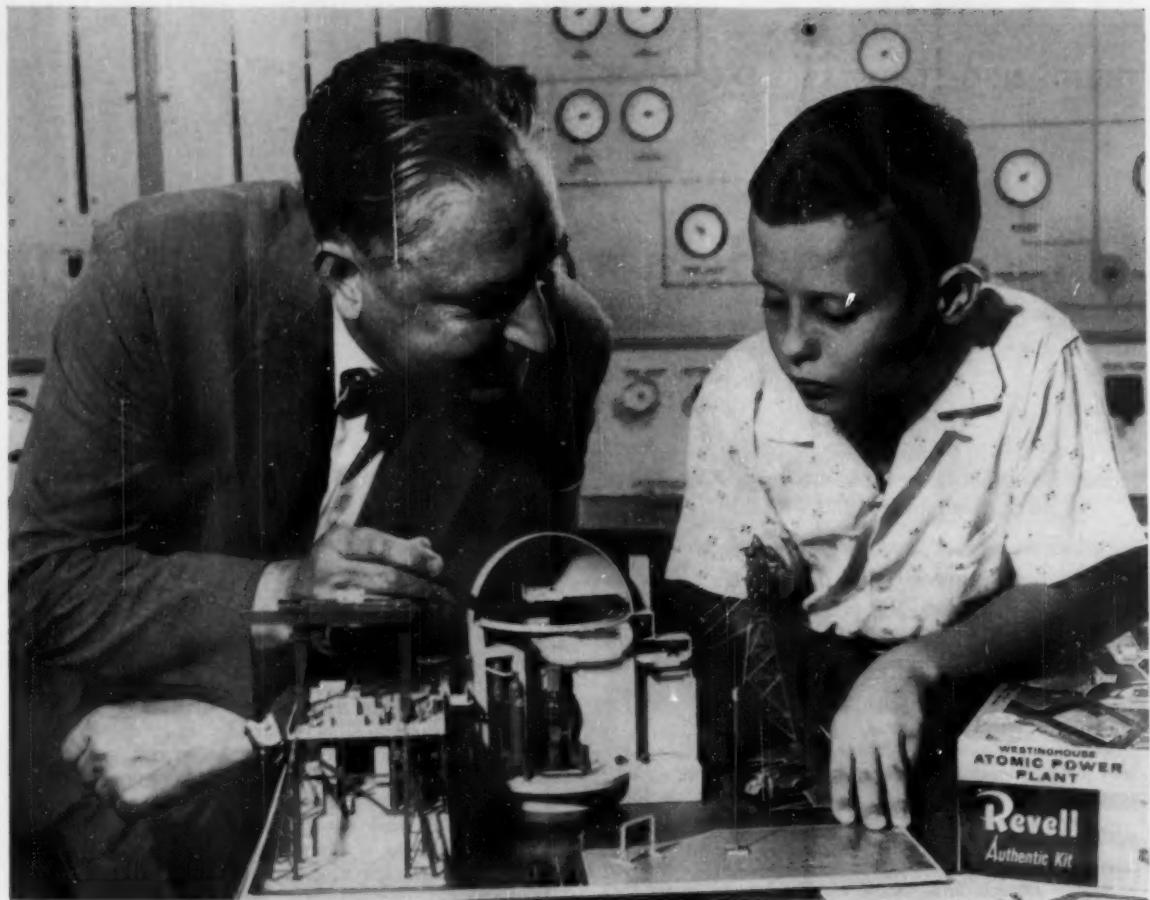
from the model tie-in, Fairchild went still further with its "Two Convenient Sizes" ad. Appearing in such publications as The Wall Street Journal, Business Week, The New Yorker, and Dun's Review & Modern Industry, it brought "a truly amazing response."

The ad copy stresses the virtues of the "Large Economy Model" ("300 mph speed . . . modern design . . . easy maintenance . . ." and so on); and the virtues of the "Handy Personal Model, superbly styled by master model-maker Revell from authentic Fairchild blueprints . . ."

Response, which came from presidents of major corporations, produced leads for "Economy" and "Personal" models.

NOW! TWO CONVENIENT SIZES...
Large Economy Model at \$20.00
Handy Personal Model at \$5.

FAIRCHILD F-27



Westinghouse Atomic Electric Power Plant

World's first scale model, plastic, hobby kit of a typical atomic electric generator station is being examined (above) by Dr. William E. Shoupp and George Gail, 12-year-old, seventh-grade student from Mt. Lebanon, Pa. The kit, built by Revell, was placed on the market in late 1959. The completed model reveals all details of interior and exterior, including the reactor, steam generator, pumps, turbine generator, transformers, and transmission lines and tower.

Westinghouse is cashing in on the promotional value of the kit in many ways—all of which add up to the firm's goal of making its name "synonymous with atomic energy."

The company has displayed the kit at a board meeting, and Westinghouse plants have bought 1,700 kits for distribution to high school science teachers, clubs and other groups. Six states have bought it for school use. The AEC is sending out 25,000 leaflets on the kit for schools. Models have been displayed at the Moscow Fair and at Tunis.

Global Tractor and Trailer

Searching for something imaginative to supplement its advertising, and also serve as an ice-breaker for salesmen when calling on prospects, Global Van Lines, Los Angeles, Cal., seized upon a model kit of its van tractor and trailer.

Another model by Revell, the kit is authentic at HO scale. Global has tied the model into its advertising, offering a \$1-kit with a coupon from ads in Life and other media.



THE 10 BIGGEST MISTAKES EXECUTIVES MAKE

Ignoring the Human Factor in Pay Plans

By DON H. SCOTT
Don Scott Associates

Scene: Board of Directors meeting, XYZ Company, November 1960.

President's report: ". . . and gentlemen, we've had a big year. In appreciation, I propose we divide six hundred thousand dollars among our personnel to show them what a fine job they've done."

If the board approves this (and they probably will), they'll be helping the president scramble to the top of the list of great mistake makers.

What does the above \$600,000 do for the company? Does it buy morale? Additional production? Happier employees? . . . We would like to think it could do these things, but it has a greater chance of doing just the opposite. Let's suppose, for instance, that after this bonus is distributed, the following year is a poor one. Now the employees expect, and what's worse, depend upon, this bonus. They are planning on it. Their Christmas hopes all hinge on the extra money, and they don't get it. Where is the morale, happier employees, extra production?

Or let's suppose 1961 is a good year and the bonus is distributed again. Morale? Happiness? Extra production? Not so, they expect it. It is their rightful due and that is why they have stayed with the firm up to this point. Furthermore—"Who dreamed up the distribution system anyway? Why didn't I get a bigger share? Shows what they think of me. I'll start looking for a job where they know my value."

And, as a matter of fact, the greatest turnover of personnel in "bonus companies" occurs right after it is given out each year.

Here's another situation: Wilton Laufer is responsible for deliveries. He's not very efficient but he works hard. He's been with the company for 15 years and, let's face it, he's not going anywhere from this job. Poor Wilton simply hasn't got it. The manager gives Wilton a raise. Why? Well, everybody is getting one.

Now you may say that Wilton shouldn't get a raise. But Wiltons are getting raises every day all over the country. Wilton is convinced that he's doing a fine job. Why else would he get raises? Other employees wonder what kind of outfit they are working for because any bumblehead could see that this guy is a liability. When raises are handed out they don't mean much, because if Wilton is getting one, we ought to send the competition a check too. Result: Wilton doesn't improve, and everyone else starts to slip. The economic side of management power has been dissipated.

When you get right down to it, there are only three ways management can influence personnel—(1) economically, (2) psychologically, (3) socially.

Another way to put it is that "Good human relations is the medium for effecting the satisfaction of economic, social, and psychological wants of personnel, with the objective of increasing productivity."

As in any other business arrangement, you give something to get something. It's a trade. People work for certain satisfactions. No one could deny that the greater producer should get the greater rewards. Rewards, then, represent a power of management to get the job done.

Many times, these days, it appears to management that its prerogative for making this trade is usurped. For instance, in the case of union personnel it appears that payment is being made as a result of bargaining and not as a result of individual effort. Whereas this is true to a large degree, the principle of good human relations still applies. It merely applies collectively instead of individually.

As a matter of fact, the principle of good human relations seems to apply more when unions are involved than when they are not. The deal is more open, and the bargaining is two-sided. If the manager had employed this logical approach in the first place, there probably wouldn't be any labor unions today.

► Where unions have been honest and truly represented their constituents, both management and labor have benefited by give and take or "collective bargaining."

But let's look at the sales manager's problem.

It has been rightfully said that no perfect way has been found to compensate salesmen. You don't do it with commission or salary, or both; bonuses, or secretaries, or automobiles, or promotion, or kind words, or—you name it. Actually, the principles of compensation for salesmen are the same as for any other job. They start with your objective. What are you trying to accomplish? Do you want the salesman to stay with you as a salesman forever? If so, commissions may be your answer. Do you want to draw on your sales force for future management? Then don't rely solely on commission. First thing you know, your top salesman will be making more than his boss and even though he has what it takes to be in the next spot, he won't want to give up the income.

Do you want to sell more and still be able to promote from within? (We like this.) Then develop a form of incentive that gives the salesman more money for more sales, over and above salary (salary is necessary for stability and company loyalty), but give his boss a financial piece of his success.



Another factor is "improvement." Put your salesman in the spot of having to increase sales every year in order to make more money. The greatest enemy of the sales department is lethargy.

One of our greatest businesses today has itself in the all-time bind because of salesman-compensation habits. Insurance companies have placed themselves in an intolerable position with their commission system. Turnover in the first few years of beginning salesmen is often over 75%. When they are asked, "Why don't you change it?" they reply, "Our competition won't change it and if we pay a salary during the development period of a salesman, other companies will steal him as soon as he gets good enough to earn commissions over what we would pay in salary." Obviously, back when insurance companies first started, commissions looked awfully good to the manager who didn't want to "load his payroll."

► The real trouble with poor remuneration habits is that they are so hard to get out of. Once you get benevolent, you are in for it. You don't do anything for the employee either. When his efforts are not commensurate with his pay, he is in a spot that he can't get out of. If he changes jobs he could never get as much doing the same work. He isn't trained for anything else. I know of men who would have made good managers and been worth far more today (and been much happier) if they hadn't fallen for the commission routine and the "big money" a few years back.

Then how should you compensate employees? Let's go back to the splitting up of the \$600,000. We would split it up, too, but under very definite criteria. For instance, we would like it to be proportioned in accordance with the individual's contribution to success. But this is not enough. The individual must have a way of measuring this success himself and must be positive that it is fair and without prejudice. He must know these things in advance so he can contribute to the best of his ability and have a measure of how he is doing from the very start. Without a system that ensures such comprehension, I would much rather throw the money into the street.

Where accurate measurement is impractical or impossible, contribute the money to a company cafeteria or some other form of improvement that makes your firm a little better place to work than the next one. Where a bonus will very often give rise to hard feelings, a cafeteria has no personal significance.

Some may say that if the \$600,000 were put into raises, a gain would be made. Not so. Again, without a way to measure performance exactly, who says who is to get what. You may say that, as the boss, you are. Then you are the

man for whom this article is written. I wouldn't want to inherit your situation. Until you can measure performance within a given job, no raise means much. When you start measuring financial worth of one job against another when they fall into different categories, you are really looking for a morale problem.

When it gets right down to remuneration, work out the details of any given job. Describe it fully. Determine the qualifications of the person you want for the job and take into consideration promotion possibilities and other future needs. Look at competition and local market. Estimate possible job expansion and leave room for raises as the employee grows. Two things will cost you money: **creativity** connected with the job and the **responsibility load**. As each grows, be prepared to pay more. Do not pay more because you happen to have it.

Furthermore, do not pay less than a job is worth to you merely because competition or local companies do. Good employees are the best investment you can make. You can't grow any faster than your employees can grow.

Here's a good way to condition your thinking: Pay money for what you want done in the future, not for what has been done. If you want to reward a job well done, do it only if that reward serves as a lesson which encourages everyone to do a job well. What has happened is past. Your success now depends on your ability to get the job done tomorrow and the day after.

Don't worry about how much an employee makes, providing . . .

1. You leave some room for future dealings with him (future raises, incentives, etc.).
2. You don't upset the morale of other personnel.
3. You get better employees than your competition's. (You stay in business this way.)
4. You get the job done. ♦

NEXT ISSUE

Mistake No. 7

"Failure to Develop People"

RECIPR

Dangerous Selling Tool

Call it "reciprocity" or "trade relations" or "back-scratching," but the old high-explosive practice of "you sell to me, I'll sell to you" is even more dangerous than ever—and it's growing fast.

"We got the order — \$250,000 worth." The sales v-p smiled, and added: "The steel company decided not to take bids on its big modernization job. Their president and I negotiated the sale personally."

"But," commented the visitor, "there's a lot of competition in this field. At least a dozen companies would have bid for that job. With closed bidding, there'd have been a lot of pencil sharpening. That equipment contract would have gone for about \$200,000."

"Sure," said the v-p. "And the company that got it wouldn't have made a dime. But we're one of the steel company's best customers. We buy several millions' worth a year. When we heard they were going to modernize, we just reminded their management—very firmly—that we're damn good customers. They decided to keep it that way, and we made a big sale without having to cut prices."

► The sales v-p got the order, thanks to trade reciprocity—a controversial and dangerous selling tool. And its use is spreading fast.

It's nothing new—this old mutual back-scratching practice of "you sell to me and I'll sell to you." It was born with the beginning of competition. But, today, Sales Management's investigations disclose, a record number of companies are employing reciprocal selling as a tool for increasing sales, acquiring new customers, expanding share of market.

A nucleus of large diversified companies even employ entire "trade relations departments" as a means of using their vast corporate buying

power to "encourage" their suppliers to buy their products. Many other companies, of all sizes, in most industries, are actively investigating the various forms of reciprocal selling.

Why should reciprocity be growing at this time? It has not changed in manner or form. To the hardened businessman it continues to mean more sales, a convenient way to get new business and hold on to old customers. To its critics, reciprocity is still a Frankenstein creation which all too easily becomes an unethical black-mailish club—but at times turns savagely against the company which harbors it.

Reciprocal selling is growing for these reasons:

Many companies turned to reciprocity during the recession of 1958 to prop up sagging sales curves. A number intended to abandon the practice when business got better, but few were able to break the habit. Since then, these companies have forced others into expanded reciprocal operations through example and by means of competitive pressures.

The trend to diversification, too, naturally stimulates the growth of reciprocity. The more lines a company makes, the more opportunities it has for engaging in reciprocal deals.

Finally, heightened competitive pressures, from both here and abroad, have led many companies to seek markets "sewn up" by reciprocity.

Many Varieties in Use

Reciprocity is a broad term. Clas-

RECIPROCITY: A Weapon in a Giant's Hand

A very well known, diversified corporate giant expects to double its present sales within a decade by the use of reciprocity as a deliberate sales tool.

About a year ago, this company made a top management decision to adopt reciprocity and to refine its use to a high degree. Initially, this reciprocal trade program met the opposition of many sales executives, of hyper-ethical divisional executives, and of not-so-ethical division people who hesitated to lose control of secret information by sharing it with central headquarters.

The company is now setting up a "trade relations department," reporting to a corporate vice president. The department, which works hand in hand with the corporate marketing department, has these functions:

- All purchasing has been consolidated at company headquarters. Small purchase orders are still handled by divisional purchasing agents in the field, but orders of any significant size are put through headquarters. This enables the company to obtain volume discounts and to "create" the big orders that put teeth into reciprocity.

RECIPROCITY

Winning New Users!

sically, it means "We'll buy from you if you'll buy from us." But in reality it is a crazy quilt made up of shades of meaning, degrees of use, wide varieties of attitudes. When combined, the private comments of many sales managers yield a pretty good picture of the most popular types of reciprocal selling today:

- "We don't have a company policy on reciprocity. We just have some old friends that we've done business with for years. We wouldn't think of not buying from them if at all possible, and vice versa. We like them and they like us. This is good, solid, friendly business—about 25% of our volume."
- "We've never used reciprocity, and we never will. It's nothing more than a crutch. In the long run, it works against the seller. It kills the initiative of the salesmen and reduces them to mere undertakers."
- "Our company recognizes reciprocity as a deliberate sales tool. Our pol-

icy is to practice it whenever it seems advantageous and legal to do so. Our company is large and diversified; we sell thousands of products. It would be foolish to ignore our tremendous buying power."

- "We use reciprocity only at a top management level. Our president and I [a sales v-p] visit the executives of good supplier companies when we know they are planning expansion or modernization, or otherwise are in a position to place a large order with us. Something like this comes up every couple of months, and we usually make a sale."
- "We don't like reciprocity, but we have to use it. Our competitors do it, and thus we're sort of forced to try to sell to our suppliers; if we don't, our competition will. On the other hand, our customers expect us to buy from them because our competition does. We are just caught up in it."
- "In the recession we started send-

ing our salesmen quarterly reports telling them who our good suppliers were. Our salesmen don't use this information as a club, but just to get on the buyer's list of accepted suppliers. This has paid off for us, and we plan to continue it."

It is obvious, then, that reciprocity is no black-or-white matter:

In the company that sells one or two lines of products, reciprocity usually becomes a casual arrangement with suppliers and customers. The company handles reciprocal buying and selling informally, without spelled-out policies or specific procedures. Usually this company's line of products is of limited use to its suppliers; and it has small demand for its customer's products. When a rare large-volume sale is about to be made to a supplier, it becomes a big reciprocal deal made by top management.

On the other hand, the big, diversified company that uses reciprocity usually has it down to a science. It has a powerful tool in its vast buying power, and the diversity of lines almost guarantees that at least one of its products can be used by nearly every supplier. The very size of the reciprocal operation usually leads to the formation of a coordinating body, generally the "trade relations" department.

The function of a trade relations department is to: keep records of all company buying; forward information on suppliers to sales chiefs at regular intervals; co-ordinate purchasing to create as many big-volume orders as possible; keep the reciprocity operation within the fringes of the law; keep track of pertinent operations of suppliers and competitors; and make sure that all reciprocal trade is carried on quietly and without notice.

Hidden Dangers Abound

While reciprocity offers a number of concrete advantages, its dangers are

- Divisional sales executives are regularly informed of the names and sales volume of the company's suppliers.
- A top-secret corporate executive file is maintained. This file shows, among other things, every contact—personal or business—that a corporate or divisional executive has with executives of customers and prospects. These "friendly contacts" are used to help influence big orders or new business.
- A special "competitors file" is kept on all information from the field about competitors. This includes scraps of information about the competitors' suppliers and customers, and the products and dollar volume involved. This often proves to be valuable trade intelligence.
- The entire operation is kept secret and within the law. Security men insure that nothing that could possibly damage the company is put in writing. Lawyers keep constant check on the legality of all phases of this "trade relations" operation.
- When in full operation, the department will make sure that no significant order is placed before the various possible sources of supply have been examined to determine which holds the most promise for the sales departments in any and all divisions.

RECIPROCITY

(continued)

many. And, of the great number of companies now showing new interest in the practice, many may be burned through carelessness or malpractice. Lured by the bonanza seemingly offered by reciprocity, a company can all too easily carry it beyond the bounds of good sense, sound ethics, or even the limits of the Law.

Perhaps the greatest danger is to the small- or medium-size company that allows itself to be drawn into reciprocal deals with larger suppliers or customers. Often control is soon out of the hands of the company which becomes subject to and confined by the procedures of the bigger companies.

But the giant, although less likely to be hurt in reciprocal deals with other companies, is still vulnerable. A big, well-known company is a good target; and any indiscretion in the use of reciprocity is a wide-open invitation to attack from competitors, the Government, and the public.

More specifically, here are a few of the pitfalls awaiting all but the most sophisticated users of reciprocity:

1. The legal danger. Although reciprocity is not defined as illegal per se, it has been considered a violation of the Sherman Act and the Clayton Act. It can, in its various forms, be construed as a conspiracy in restraint of trade, unilateral activity to establish a monopoly, or just restraint of trade.

2. The creation of "false markets." A marketer who is over his head in

reciprocity, particularly in deals with larger companies, is skating on very thin ice. In the event of a change in the trade wind, he could lose a large share of his business. A big-company customer can suddenly decide to demand a lower price or even buy elsewhere. The result could be disastrous.

3. The creation of a false sense of security. The company that relies on comfortable reciprocal deals for a large share of its business is side-stepping the free-wheeling competition of the market place. It could well fall behind in marketing innovation as well as engineering and production know-how.

4. The difficulty in obtaining new customers. A heavy user of reciprocity sometimes discovers that he can't get new customers because they have been forced to tie in tightly with his competitors. Also, he frequently can't offer them a reciprocal deal because he is tied in with one of their competitors. And, ironically, by approaching a prospective customer with a reciprocity deal, a company can give the impression that it's in dire need of new business.

5. The inflation of selling costs. If reciprocity gets too deeply entrenched, it sometimes forces a company's purchasing agent to buy at a higher price, just because the supplier is a very good customer. The added cost of the purchase may be tagged as a selling expense.

6. The burden on executive time. In some reciprocal deals, top management has to attend to every detail of the reciprocal buying and selling arrangement. In others, the overhead of an entire trade relations department

is charged as a selling expense.

7. The growing hostility of purchasing agents. PA's, long tolerant of reciprocity, now show signs of rebelling against it. They feel that trade deals usurp their authority and negate the importance of their standard criteria for picking suppliers. When a PA has the desire and power to do so, he can go out of his way to embarrass and destroy business of a company that forces reciprocity down his throat.

8. The damaging of corporate name. Although the very big companies enjoy an enormous advantage in reciprocal dealing, they can be harmed. And, they can be harmed where it hurts the most. They usually are immune to retaliation from a smaller firm on which they force a reciprocal deal, but publicity can even the score. The large companies in particular have a public corporate responsibility, which, if abdicated, can result in damaging publicity.

In spite of these pitfalls, reciprocal selling is in wide use. It grew up with our basic industries—steel, oil, rail transport, meatpacking, chemicals, machinery. Today it can be recognized in virtually every business and industry. Banks, consulting businesses, other service industries use it. Co-operative advertising, even payola, are first cousins.

Handle with Care

As reciprocal selling becomes such a common practice, there is bound to be trouble ahead for the inexperienced or the careless practitioner. Management consultants warn that reciprocity is a high-powered, high-level sales tool—that it should be recognized and used as such. A distillation of the advice of several management consultants reads like this:

- Avoid reciprocity, if you can. Don't initiate it. The best policy is to sell and buy on product quality, price, service, delivery, and the other standard criteria. If you are forced into it, at least always be aware of its dangers.

- Before you adopt it, look into the future. Project what the long-range results will be—how reciprocity will affect relationships with your suppliers, your customers, your prospective customers and suppliers, your competitors. These relationships can get very sticky. Once in them, a company finds it almost impossible to pull out.

- Make a top management decision. A company can make a mistake by gradually adopting reciprocal deals without a planned policy decision to do so. Once the decision to go ahead

This Year's "Survey" to Be Published July 10

To the world of marketing, May 10 has become almost as outstanding on the calendar as July 4 is for all citizens. The date is almost as well known as the issue for which it stands—Sales Management's Survey of Buying Power.

This year the issue date will be July 10.

The May 10 date could have been maintained, with a further up-dating of our estimates, but it would have meant continuing the use of the 1954 Census of Retail Sales as the benchmark. Last year the Government made a business census for the year 1958, but final revised returns have been delayed by Washington.

The editors believe that subscribers would rather wait another two months and get retail sales estimates for 1959 projected from the new 1958 base than have us work from the 1954 base; and so July 10 has been selected as the issue date.

The Editors
Sales Management

DURING THE
FIRST QUARTER,
POST ADVERTISING
REVENUE SPROUTED
A \$3½ MILLION
GAIN OVER THE
SAME PERIOD
LAST YEAR.

APRIL
BUSTED OUT
ALL OVER WITH
A BLOOMING
\$13 MILLION IN
REVENUE-THE
BIGGEST APRIL
IN POST HISTORY!

BUSINESS
ON THE BOOKS
FOR THE FIRST
HALF SHOT UP
\$9 MILLION OVER
THE SAME '59
PERIOD. PAGES
ARE UP 148-
A 10.9% GAIN!

EVERYTHING'S COMING UP ROSY!

Don't let any grass grow under your feet! Join the 138 new advertisers who have blossomed out in the pages of the Post this year. Special spring bouquet: Post circulation just pushed to a record 6,450,000* with the March 26 issue!

*Publisher's Estimate



is made, policies and practices should be carefully defined.

• Strike a middle course. Restrict the use of reciprocity to opening prospects' doors and to getting on approved lists of suppliers. Never rely on it to sell your products. It's okay to tell your salesman to remind a purchasing agent—just once—that your company buys a certain amount from his company. If the buyer is aware of this fact and "all other things are equal," you'll probably get the order. But, to use reciprocity as a threat can be very unwise.

• Keep your purchasing department informed. If your company has decided to use reciprocity, be sure your purchasing influences know who your customers are. It would be quite embarrassing if your PA didn't try to favor one of your good customers after your company was committed to a policy of reciprocity.

• Be careful of "friendly" reciprocal deals. Even among "old friends," a bilateral buying-and-selling arrangement, if of any size, could be considered a restraint of trade. An unhappy competitor could easily decide to tip off the Federal Trade Commission.

sion and the Justice Department.

It Can Be Sold Against

Whether or not a company practices reciprocity, it sometimes has to face the problem of how to sell against it.

Here is a 3-step plan which, although far from totally effective, at least offers some hope to the salesman.

1. Identify the problem. When a salesman finds that he is continually butting his head against a stone wall in trying to sell to a company that is a logical customer, reciprocity should be suspected. The salesman, knowing the prospect's needs and his present supplier, can usually discover if that supplier might be a logical user of the prospect's product. If so, reciprocity is a safe bet.

Sometimes the salesman must look a little deeper to find either a triangular deal (whereby A pressures B, a supplier, to buy from C, a customer) or a chain deal (whereby A pressures a supplier to pressure its suppliers to pressure one or more of their suppliers to buy from A).

2. If reciprocal dealing is found to be the cause of the trouble, it must

be determined to what degree it exists. In many cases, it can be seen that the reciprocity is nothing but a token deal. For example, a paper company might be the only maker of a type of paper used extensively by a manufacturer of business forms. The paper company might buy its business forms from its customer, but whether it did or not would really make very little difference to the form company's sales. In such cases, the salesman for a rival form maker might win out simply by pointing this fact out to the PA, provided of course that he is selling a superior product.

3. If the salesman finds a more extensive reciprocal deal in force, he still has one hope, again provided his product is superior. It is often possible to bypass the PA, who would not dare violate the instructions of his superiors, and arrange a meeting between executives in the prospect company and high officials in the salesman's company.

If his product is truly superior to the one being bought reciprocally, such a meeting might well result in the prospect's realizing that reciprocity is, in the long run, doing more harm than good. ♦

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- His service is economical, your high cost of transferring personnel goes down.
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Your Local Atlas Agent... he's listed in the yellow pages of your phone book



ATLAS VAN-LINES, INC.

General Offices: Evansville, Indiana • single line and nationwide • moving • storage



First jet-powered service to Chicago

Capital
AIRLINES

Originating non-stop daily

General Outdoor

General Outdoor Non-Stop Advertising tells Twin-Cities how to get to Chicago Fast!

When Capital Airlines launched its new Twin-Cities travel route to Chicago, every Twin-Citizen of Minneapolis-St. Paul knew it. They couldn't turn a corner without seeing the news flashed across a General Outdoor panel—the first time outdoor has been part of Capital's new route announcement team along with radio and newspaper.

Thanks to GOA impact—*this* story was really put across to two cities! The results? They're impres-

sive! Within a week after the new flights were launched, load factors rated "a success." And traffic kept right on growing. Capital gives a substantial part of the credit to its super-saturation showing on outdoor—jet powered selling GOA style!

The Capital Airlines story is just another example proving that in one market or in many markets, General Outdoor Advertising is a primary medium.



Covers 1800 Leading Cities
and Towns

General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois

Sales Management May 20, 1960 45



Main Street cash register ringers!

The best cash register ringers for Main Street merchants today are often farmers... buying more in supermarkets for bigger families, more hardware, tools, and paints, taking out larger insurance policies, shopping for furniture suites, or kids' bicycles.

Now national advertisers can concentrate on many Main Streets — through the 24 new State and Regional editions of **SUCCESSFUL FARMING**, added pluses to the regular National edition.

They give a powerful local merchandising tool. Opposite any four-color page of "national" advertising, the advertiser can have a facing "local" page tie-in ad, either in black and white or black plus one color, featuring price and listing dealers.

And they offer choices for copy testing, measuring costs of keyed returns, permit advertisers to vary copy to local conditions. Sellers can put more advertising effort in markets where potential is highest, concentrate where sales do, intensify push and drive wherever they wish!

Efficient and economical, the editions have circulations of 68,000 to 600,000,

significant segments of SF's total circulation of 1,800,000, concentrated among the nation's best farmers — and enjoying all of SF's power, prestige, and influence... with long life, finer reproduction of product and message.

SUCCESSFUL FARMING farmers are major factors in the country's leading industry, agriculture — plant 58% of the nation's corn, 61% of all oats, 57% of all soybeans, and 46% of all wheat. They are big customers for anything aiding better living or better farm business.

Through 57 years of service, **SUCCESSFUL FARMING** has merited unusual loyalty, respect, and confidence of its readers. And SF farm families are high bracket, with estimated average annual cash farm income of around \$10,000 for more than a decade.

Whether your message is in the SF State and Regionals, the National Edition, or a combination of both, you get the best buying power, brains, and profits!

Full facts, from the nearest SF office.

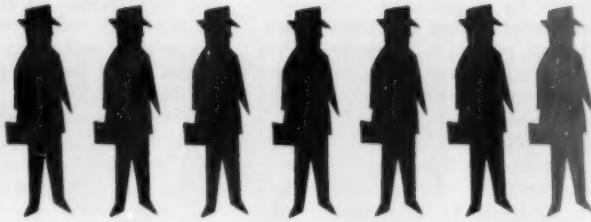
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The Salesman Who Will Make 'Manager'...



. . . already shows the qualities, in handling today's field job,
that tomorrow's management position will demand of him.

By WILLIAM C. DORR
W. C. Dorr Associates

For all the talk of enlightened manpower programs, there are really only three prime sources from which to draw your sales managers—and none without some danger.

If you hire from the outside, you may get some other-company selling techniques in the bargain—along with a good deal of staff demoralization. If you promote from the staff you can come to grief simply because your man doesn't really understand front-line selling.

The third possibility, moving up the man in the field, can bring you the most inspired sales department your company has ever had—efficient, fast-moving, and profitable. Or it can be a management tragedy—because the field candidate is not necessarily your big-account boy, any more than it is the man who shines at a convention.

► Yet, in almost any organization, a few salesmen are definitely showing management potential in every phase of their sales performance. These men persist in clean selling, with a minimum of confusion or complaints. Their orders come in with pleasing regularity, with volume affected only by seasonal or other industry-wide trends.

What's different about the way they operate? Generally it's a question of going beyond the job expected—in their own work organization, alertness to company interests, special touches in customer servicing. Specifically, here are some of the extras

that mark a salesman as management material:

He works on his sales presentation endlessly. The pattern is never static. It is adjusted to meet each new prospect or customer. Nor can they ever get "set" for him, because, "You never know what that guy will turn up with."

The accurate rebuttal material of the salesman becomes his most valuable sales tool, because it leads to the close. The salesman with complete control over his presentation can aim the interview in the direction he knows is most likely to produce an order.

He sells across the board. To build volume in his open accounts, he consistently adds new items for which he will find new uses. Short-price lines are traded up to the long-profit merchandise that makes for a more satisfying ring on the register. And when an account gripes that the salesman "stuck" him with big-ticket goods, there is no hassle, just a smile that plainly says, "You mean I am a better salesman than you?" This advantage is quickly consolidated with a re-selling job of the better merchandise and a reminder of the product attributes that his customer had forgotten to use. Stock is then checked to reveal the real reason—no lower-price items for trade-ups.

He has a nose for new customers. Prospecting is a daily chore, not left

over until Friday afternoon or until a couple of leads come in. He knows that there is a definite ratio between suspects, prospects and customers, and with calls spaced according to account potential, he is able to offset the normal rate of customer casualties and to provide the additional volume for expansion.

Nor does he fight shy of the inactive or "lost" account. He smokes out the trouble, corrects the causes and then has the most loyal of all customers. He realizes that he will be on a treadmill if he loses one customer as fast as he wins another.

He follows a definite pattern of territory coverage. Because his territory is actually a combination of minor markets of varying sales potential, he rates them accordingly. Then he builds that pattern of contacts that will get him into the better units more often than the others. Yet he does not neglect the little markets. They serve both as productive units and as contributors to sales in Main St., Shopping Center and Downtown stores. Mrs. Consumer often buys there because she remembers the line in her local store.

He uses clover leaf, eccentric circle and similar territory coverage patterns to allocate selling time according to minor market sales potentials. Thus he cuts call-back time to a minimum.

He develops a rhythm in account coverage that apportions his contact

selling time to the sales potential of each outlet. When he works a market unit, there is no spotting for orders. Instead, he maintains a systematic coverage of all three types of accounts, active, inactive and prospective. The change of pace needed keeps his presentation sharp.

He gets the 15% of selling time that he needs for promotional purposes by cutting time to a minimum in the minor outlets.

He realizes the value of daily order reports. He knows that no business can be operated without an account-

ing department. So, from the copies of this daily order report, he builds his account and prospect cards. No bunch of old invoices gathers dust in the back of his car.

The comparative entries help him guide his customers' purchases, ward off "stocked" resistances. Soon he hears, "Joe, you know more about the line than I do. See what I need." Thus he reaches the acme of salesmanship—he's buyer for his line in his customer's business.

He services his customers' customers. In addition to the usual

wholesaler orders, he brings in missionary orders from jobbers' retail outlets, especially from those dealers who "have stopped handling your line." On Saturdays, "Big Sale" days and during peak consumer buying, he shows the inside men how. He comes away with consumer reactions that help him strengthen his own salesmanship. As a man from the "factory," he follows up and closes dealers' leads for top-ticket items.

On industrial calls, he never passes up the production floor to check the use of his product. This is where he spots trouble, before it hurts him. This is how he lands a new account.

He picks up checks on past due accounts, knows that receivables, like merchandise, must be turned consistently. He can do a better job than the finest set of collection letters. Besides, he can continue to sell the fringe accounts and so keep competition from cutting in on him. And the credit department will check his orders because they know he will follow through.

He is a field scout for his company. Exposed to the promotional activities of many diversified products, he sends in those ideas that he believes can be adapted to his business. Advertising themes, display ideas, sales stimulators—he sees them all in action and he can check the results.

He keeps abreast of his competition, has a keen eye for the marketing of new products by the opposition. In brief, he is the eyes, ears and nose of his company, sensing trouble long before it reaches management.

But there is one big hill that a salesman has to climb before he can get his foot on the bottom rung of the management ladder. Tough as his field work has been, rough as his accounts can be, all that he has been through will be duck soup compared to what he will experience in his first supervisory work.

To test his ability to impart salesmanship to others, he may have a trainee assigned to him, handling the smaller accounts under his direction. Or, he may be given the supervision of two or three minor territories.

If, after a period of indoctrination, he becomes adept in the art of handling human chemicals, he will make the grade. ♦

For further reading on this subject, reprints are available of an article which appeared in SM, 8/1/52, called, "How to Prepare a Salesman for a Supervisory Job." Price: 10 cents. Write: Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y.

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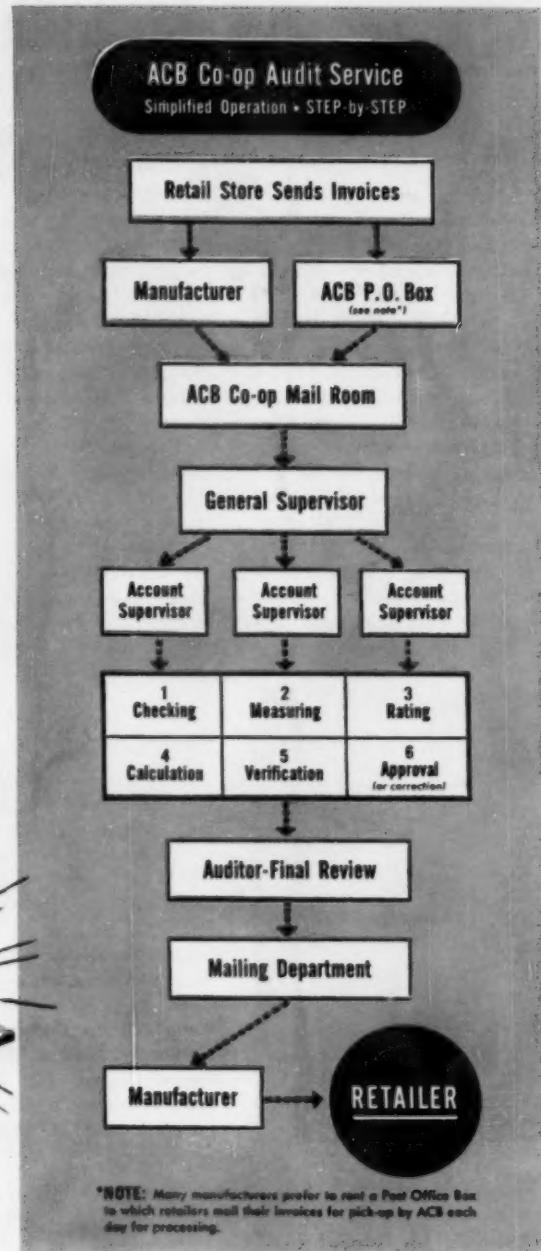
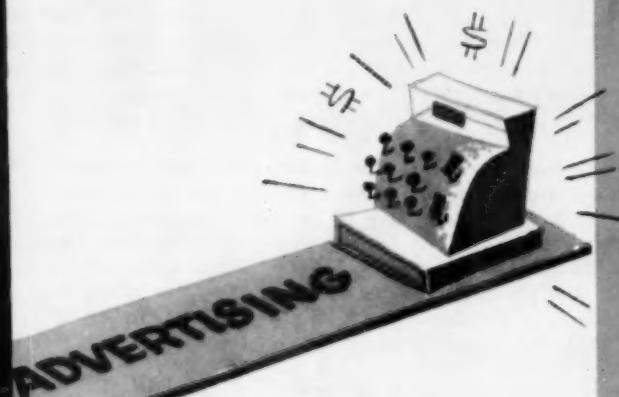


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BY HARRY WOODWARD

Look's Harnett: Promotion is Everything

There isn't a more promotion-minded publication than *Look*. That's so because Joel Harnett—"a mean opponent on the tennis court"—is assistant to the publisher and director of promotion, a post to which he was promoted in November 1957. With such a success under his belt, he was the logical choice for his latest assignment—being president of the Sales Promotion Executives Assn. He's been in the grooming process for the job. Previously he had served as president of the organization's New York chapter and a member of the association's board of directors. . . . Harnett is something of a boy wonder (he's 35): He majored in economics and psy-

chology—seemingly always having known where he was going—at the University of Richmond, won a Phi Beta Kappa key, which he never wears. Before he entered the publishing field he was, for several years, a scriptwriter in El Paso. No Southern drawler, he speaks in a staccato buzz ("about 200 words a minute," says an associate). He's a member of the Motivation Research Committee of the Advertising Research Foundation. His wife, Lila, a ravishing redhead, is considered one of the foremost journalists in the atomic energy field. She edits and publishes the bi-weekly "Business Atomics Report." They live at New York's Sutton Place South.



From Pocatello to President

Nearly all of Lee S. Bickmore's career has been packaged in cookies. He's been with National Biscuit Co. for better than 27 years, for seven of which he headed Nabisco's sales and marketing organization. And last fortnight he became the company's biggest cookie; he was elected president. Bickmore, 51, a strikingly handsome man, joined the firm after he completed his studies at Utah State University, with a business administration degree. His first job: salesman, at Pocatello, Idaho, in the depression year of 1933. He moved

through a number of sales posts and in 1950 became v-p for sales. Several years ago he moved up to be senior v-p and last year was elected executive v-p and board member. He's a member of the marketing committee of NAM, chairman of the public relations committee of Grocery Manufacturers of America. He and his family live in northern New Jersey, where he finds relaxation on the green links of the Canoe Brook Golf Club. A gregarious man, he hates having his picture taken, still has the rolling "R" of the West in his speech.

Pitney-Bowes's Mr. Nordberg

A quarter of a century after he joined the company as a Kansas City salesman, a big, graying guy with piercing blue eyes has become Pitney-Bowes's president. He's Harry M. Nordberg, a native Kansan. Nordberg, 55, made it East in 12 years, when the company sent for him to be its assistant to the v-p for sales and service. (He'd been holding down branch and regional managements and accumulating experience that couldn't be overlooked.) By 1948 he was general sales manager and two years later he became v-p for sales and services.

Three years ago he was elected executive v-p and director. A great joiner (an associate says he's "so capable that organizations put a gun in his ribs"), he is a director and past president of the Office Equipment Manufacturers' Institute, a member of the National Council of YMCA, a member of the advisory board of United Community Funds and Councils of America and a director of the New England Council! He and his family live in Greenwich, Conn., and he commutes outwards to company headquarters in Stamford, Conn.





This Seattle woman reads, believes in—and shops by THE SEATTLE TIMES. Her grocery expenditures prove it!

CONCENTRATION

95.6%

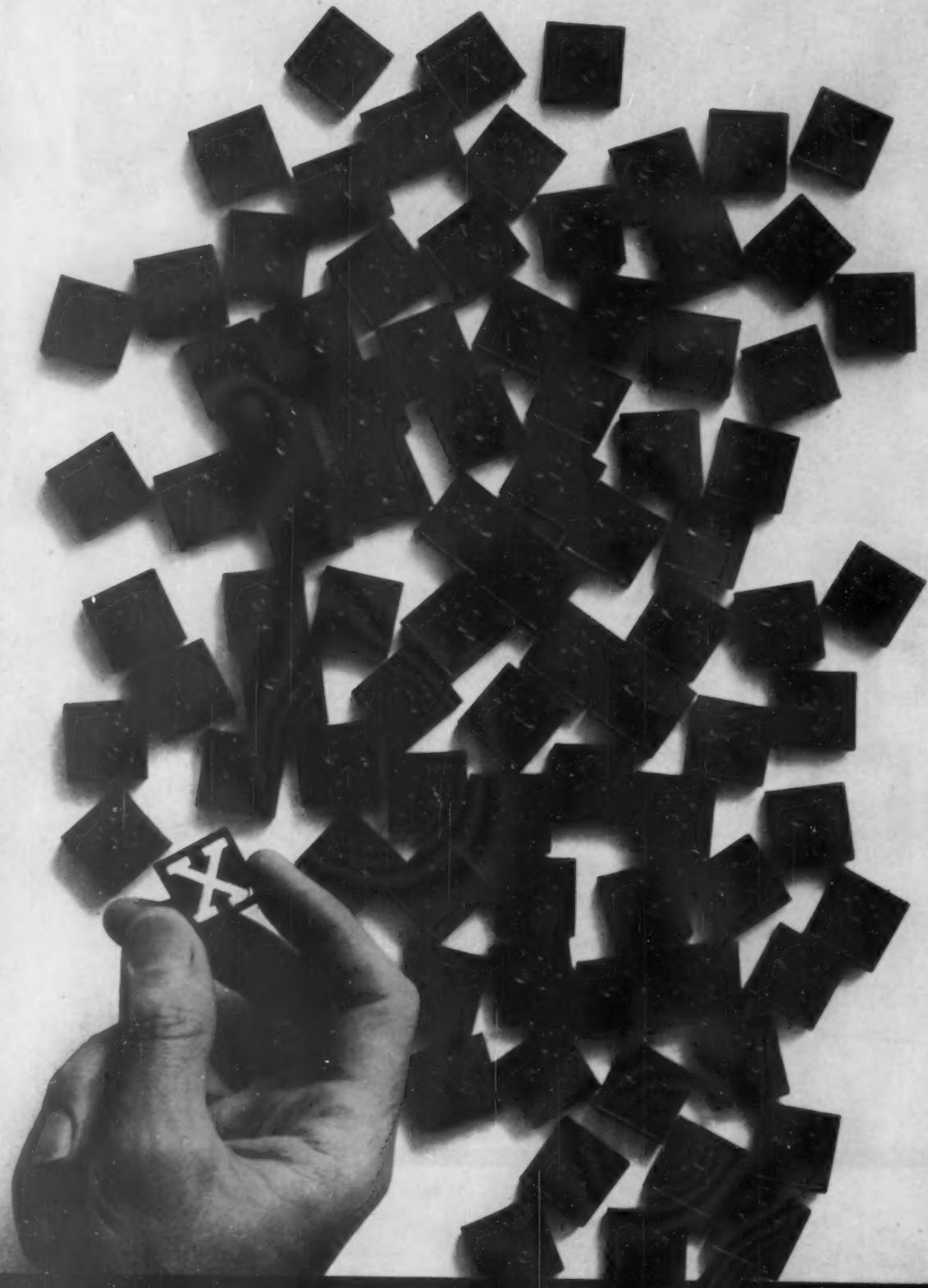
Food shoppers in the rich, six-county Seattle City and Retail Trading Zone feed their families well. They spend \$374 million each year on advertised food products—10% more than the national per capita average! Only *THE SEATTLE TIMES* offers you 95.6% circulation concentration within this vital buying zone.

The Seattle Times

Represented by O'Mara & Ormsbee, Inc.

New York, Detroit, Chicago, Los Angeles and San Francisco

CH NCE?



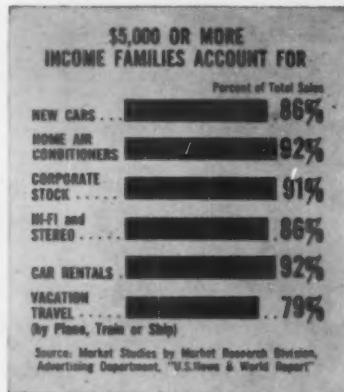
**OR
CHOICE!
SELECT
THE
MEDIUM
THAT
DELIVERS
THE
MARKET
WITH
A
PROFITABLE
DIFFERENCE**



Chance can deliver a real buzz in this kind of spelling bee . . . but if it's business you're after, see what happens when you can deliberately select what you want! That's what magazines do—select the bigger buyers from the little-or-can't-or-won't-buyers! Don't take our word for it—take a close look at the new (280 page big!) "Study of the Magazine Market." You'll see why magazines can mean a Profitable Difference to advertisers of virtually all kinds of products and services. Magazine Advertising Bureau of MPA, 444 Madison Avenue, New York 22, N. Y.

MAGAZINES...FOR THE PROFITABLE DIFFERENCE

The most important chart in your market picture





MARKETING NEWSLETTER

MARKETS

more companies aiming at big Negro market

In selling to the 19 million Negro consumers, more companies are employing Negroes as salesmen, publicists, entertainers, models in ads. Look at some recent developments. . . .

Ward Baking appoints Althea Gibson as community relations representative. The tennis star will appeal at civic and charitable events, carry out marketing assignments to broaden distribution at retail level. Ward is backing this program with ads in Negro papers, using Negro models. . . . Warner Bros. Pictures hires a Negro publicist to promote films having identification with Negroes. . . . P. Ballantine & Sons, brewer, adds Roy Campanella, former Negro baseball star, to its announcing staff for New York Yankee baseball games. . . . Harry Belafonte will do several TV specials for Revlon. . . . Personal Products hires a Negro consultant to be hostess of a 33-station radio series, to attend Negro conventions and home shows. . . . (For more, see our feature article, "Marketing to the Negro Consumer," March 4, page 36.)

SELLING

merchandising maverick shocks big tire firms

Tire industry leaders aren't worried—but most are quietly marveling at some aggressive merchandising techniques pioneered by little Vanderbilt Tire. The "bigs"—including Goodyear, Goodrich, Firestone, General, U.S. Rubber — are watching Vanderbilt carve an impressive niche in the replacement tire market. It sells through department stores, super markets, shopping centers; even sells entire auto fleets over the telephone. Company's sales shot from \$10 million in '57 to \$20 million in '59, are still angling sharply upward.

Vanderbilt, among first to set sights on women as family tire buyers, sells more than 70% of its tires and auto accessories to the ladies. The company owns 25 spacious Tire Mart stores at prime shopping centers across country, and is adding more. The sales pitch: Drive in, make one stop, order your tires or accessories, do the shopping, pick up the car—no fuss, no waiting for tire change. Purchases can even be put on charge account at shopping center department store.

KINTNER

will the Senate give him the axe?

FTC's dynamic boss, Earl W. Kintner, may be living on borrowed time—even though nominated back in February for a 7-year term. It's touch and go whether a Democratic Senate, now taking its time about acting on the nomination, will okay the Republican nominee. Kintner's term runs out this September, but he will continue to serve even if the Senate takes no action. However, if a Democrat gets in the White House, he could appoint a Democrat to replace Kintner. . . . Knotty problem for Senate Dems is that most of them agree Kintner has done an outstanding job in awakening a nearly moribund FTC. If they do okay him, they can take solace from the fact that a Democratic President could oust Kintner as chairman but keep him as commissioner.

WASHINGTON

outlook: no major marketing legislation

This may be the rare year when Congress passes no major marketing legislation at all. A couple of key bills are still very much alive, but they could get lost in the shuffle before Congress quits Washington about seven weeks hence.

Best bets for enactment—but lay no odds on passage—are the interest rate disclosure bill (SM, April 1, page 39) and the foreign investment tax measure (March 18, page 73). . . . A tough version of the interest bill has won approval of a Senate banking subcommittee. This is a hard bill to oppose; many legislators hope they will be spared the pain of having to vote on it. Lack of House action on the bill, plus the fact that the sponsor (Sen. Douglas) seems unwilling to compromise, create doubts of final enactment. . . . The foreign investment bill had been slated to sail through the House but encountered unexpected opposition on the floor and was returned to committee. It has been tailored to meet Treasury objections and is expected to pass the House and move on to an uncertain Senate fate. . . . A bill on tax deductibility of certain institutional ad expenses (April 1, page 95) has bipartisan support and much business backing. No hearings have been held; odds seem against bill.

ADVERTISING

beware of
guarantee ad claims

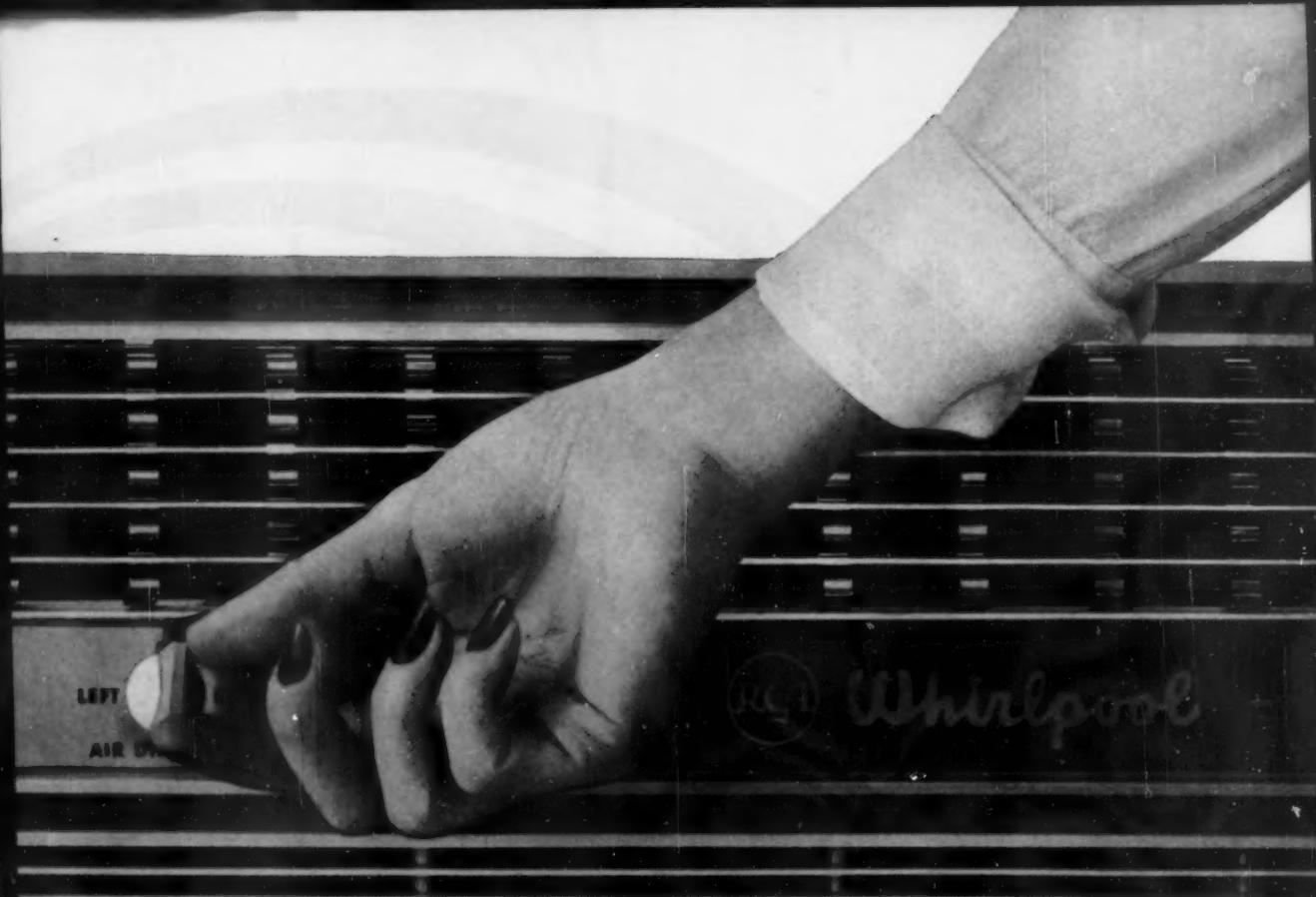
A new FTC document, "Guides against Deceptive Advertising of Guarantees," is must reading for practically every marketer. It spells out ground rules on guarantees, warranties, money-back offers, free trial schemes, etc.—selling tools abused more often by retailers, but used by almost all marketers.

A thumbnail version of the new "guides": (1) Ad guarantees shall "clearly and conspicuously" disclose the nature and extent of the guarantee, manner in which guarantor will repair, replace or refund, and whether guarantor is manufacturer or retailer; (2) if guarantees are adjusted on pro rata basis, ad copy must so disclose and tell exactly how; (3) such claims as "satisfaction or your money back" and "free trial" will be construed as guarantee of full refund at purchaser's option; (4) if "lifetime guarantee" means anything else than life of purchaser, full disclosure of meaning must be made; (5) such claims as "guaranteed to save you 50%" must clearly state what advertiser will do if savings are not realized, plus any limitations. . . . For copy, write to FTC, Washington, D. C.

MISCELLANY

news and ideas
of marketing note

Selling opportunity: Consumers are now getting enriched by their Uncle Sam to tune of \$5 billion in income tax refunds. . . . Cement industry leads all others in profits as percentage of sales (after taxes) with 16.3%, compared with 6.0% for all corporations. Other leaders: public utilities, 13.6%; drugs, 11.6%; glass, 8.9%; chemicals, 8.9%; petroleum, 8.4%; soft drinks, 8.3%. At other end of scale are meatpackers with 1.0% and aircraft makers with 1.8% profit on sales. . . . 47% of all high school seniors plan to enter college this fall. . . . A salary of \$26,030 today is just equivalent to a salary of \$10,000 in 1939, says National Industrial Conference Board.



Whirlpool makes them...LOOK sells them

"**Look's ability to move appliances is the big reason we have scheduled 22 pages in LOOK in 1960, covering all five of our product divisions," says L. W. Howard, General Manager of Advertising, Whirlpool Corporation.**

Whirlpool, manufacturer of RCA WHIRLPOOL home appliances, has advertised in Look Magazine every year since 1953. In 1960, Whirlpool's LOOK volume will hit a new peak of 22 pages, with five pages for air conditioners running exclusively in LOOK among all consumer magazines.

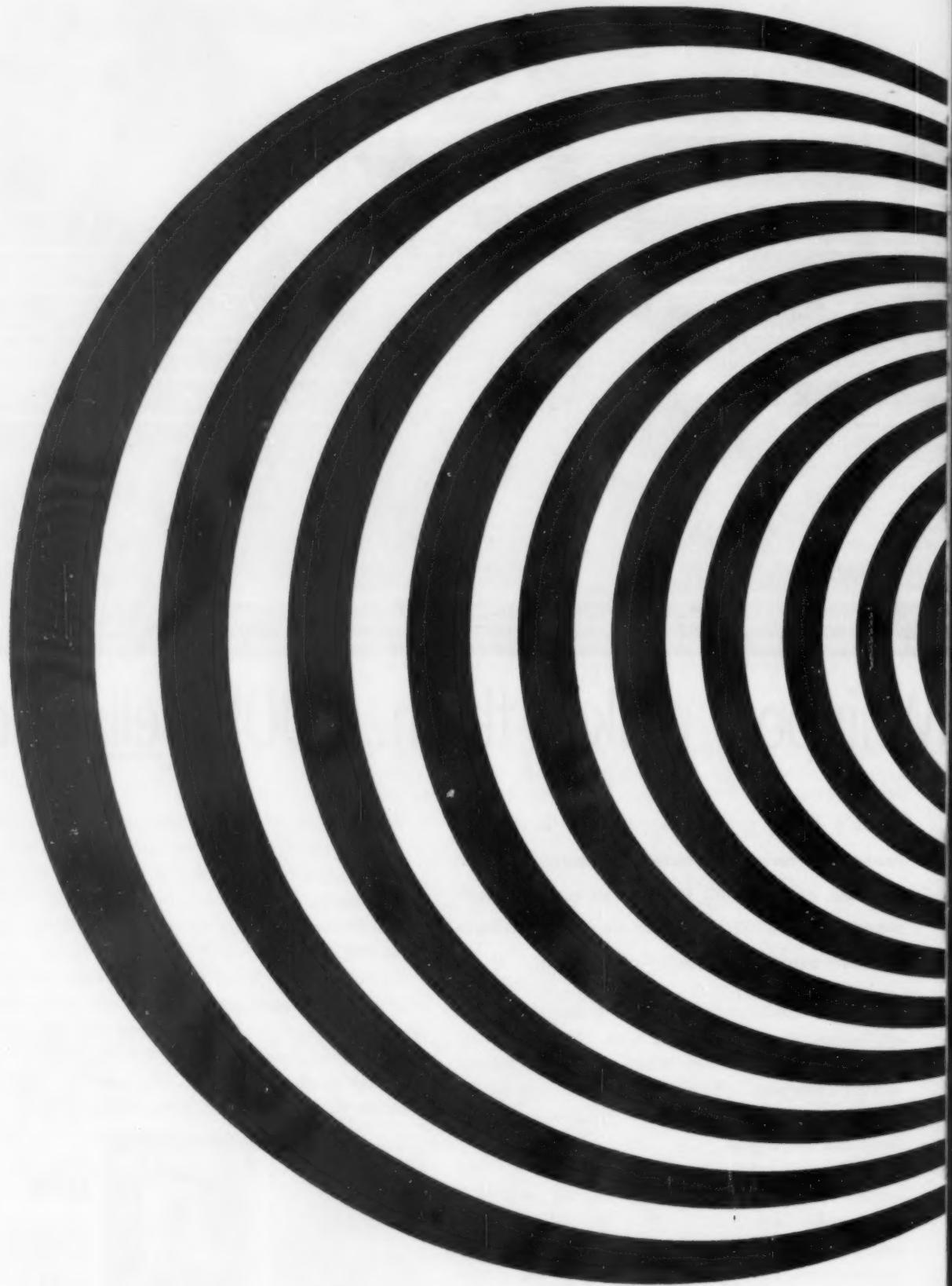
Explains Advertising Manager Howard: "We know from experience that LOOK attracts the kind of family audience we want in selling our full line of home appliances—washers, dryers, refrigerators, freezers, dishwashers, vacuum cleaners, ranges, air conditioners. And this family audience responds to LOOK in ways that pay off in our dealers' showrooms."

Still another factor contributing to LOOK's selection as a key Whirlpool medium is unmatched regional flexibility. Because of it, Whirlpool was able to launch its 1960 air conditioner campaign in the May 10 issue with a *twenty-one-way* geographic split involving listings of more than 900 dealers.

In the first quarter of 1960, *only* LOOK—among all major magazines in America—attained record highs in circulation and advertising revenue and advertising pages. One reason for this evidence of unmatched vitality is LOOK's outstanding ability to produce sales results. For LOOK means sales.



LOOK
MEANS
SALES





Growth figures, like optical illusions, aren't all they seem to be. For instance: There are 77,900 more manufacturing companies today than there were 15 years ago. That's growth — 31% worth.

However, the top of this market — manufacturing firms which employ 100 or more people and do three-quarters of the business — has remained remarkably stable.

It has grown by only 350 firms, 1.9% since 1945.

Right now, there are only 18,770 manufacturing firms with over 100 employees, so you don't have to play the numbers game to cover your market. Because Fortune goes where sales come big; Fortune gets results.

FORTUNE

The Magazine of Management



HENRY H. REICHOLD

DYNAMARKETER

Reichhold's Reichhold Builds A Big New World of Plastics

By LAWRENCE M. HUGHES
Senior Editor

Henry Helmuth Reichhold pauses briefly in the midst of the 30,000 air-miles he now puts behind him monthly, to "visit" his headquarters at White Plains, N.Y. He sits back, stretches his more than six feet and more than 200 pounds. Then, in one of the several languages he uses fluently to persuade associates and customers of Reichhold Chemicals, Inc., across the world, he admonishes older and larger competitors.

To him the big "miracles" of chemistry are still to come. Proud of RCI's ability to create and sell plastics at "10, 20 or 30 cents a pound," he urges rivals to build more plants to produce more plastics at lower prices. If they do, chemical volume before long will reach \$30 billion—to rank after food and allied products and transportation equipment as the third largest industry in America's economy.

Though RCI's share will still be relatively modest, its president and general manager leaves little doubt as to who will set the pace.

Henry Ford I was still making flivvers when Reichhold arrived in Detroit from Germany and got a job painting them black. The younger Henry found the process slow and the rewards meager. The older Henry failed to come through with a 5c-an-hour raise. But the real reason for the birth of Reichhold Chemicals, Inc., was the process.

► In Vienna, young Reichhold's father had an interest in the firm of Beck, Koller, which had developed a heat-hardening, oil-soluble, phenolic resin called Beckacite. The son found that it reduced the paint-drying time required for automobiles from weeks to days. Importing it in 100-lb. bags, Reichhold set up after-hours headquarters in a garage and induced a friend, C. J. O'Connor, to sell it. By 1927 RCI was on its own.

O'Connor recently became honorary board chairman.

When the company was reorganized and incorporated under its present name in 1938, sales were only \$3.2 million—and 90% of them to the surface coating industry. Of today's vastly larger total (93.6 million in domestic sales alone in 1959), 39% is from surface coating resins and chemical colors; 27% derives from chemicals, and 34% from materials for plastics.

In the U.S. today, Henry Reichhold keeps an eye on product and sales development of 18 plants in 13 states. Abroad, at 31 "associated plants" in 22 countries on six continents—in all of which, except Canada, RCI holds

only a minority interest—the company's "know-how" contracts are at work plasticizing the world. "We're even planning," Reichhold says, "to go into communist Europe. They have the know-how to supplement ours."

Since 1956, RCI's shareowners have multiplied from exactly 89 to 9,825. They seem willing to forgo present dividends for future equities. In addition to a consistent 60% plowback of earnings (\$3.6 million in 1959), Reichhold says, "We're spending for new facilities more than depreciation and earnings and new capital combined. And we're borrowing all we can."

Recently, four new divisions were acquired. One of them, the former Alsynite Corp. of America, takes RCI for the first time into consumer products, sold through distributors and retailers.

► And by now, with the help of a \$500,000-a-year business publication advertising program, a lot of chemists, engineers, architects have learned what RCI's 30-odd plastic brands and 16 or more chemicals can mean to their product development.

Reichhold claims to "know personally more than half of all our 4,500 domestic customers—and something about all of them. . . . We sell ideas—and then service."

The importance he attaches to creative selling is suggested by the fact that R. T. Urich, v-p for sales, is a director and a member of the 4-man executive committee. Among the other 23 v-p's are men with the marketing responsibility of specific groups of products, and those in charge of corporate market research and advertising.

Most of the salesmen have been recruited from the labs. All are specialists in the industries they serve (from farm machinery and furniture to paper-and-pulp). With larger customers, such as Chevrolet, they work in teams. And always, they "team" with the chemists and engineers.

"We pay them straight salary," Reichhold says, "plus incentives and inspiration. The business is growing so fast that they promote themselves. One young man became a general manager of a plant in his first year."

A major source of disagreement between Reichhold and the nine other members of RCI's board (all "working insiders") has been on anticipated rate of growth. Whereas some would settle for 10% annually, the president still seeks 30%.

Through the big depression of the early '30's, RCI



5 WAY PRESENTATION EASEL

Write as you talk, command attention with paper pad or chalkboard speeches. Or use for flip chart or card chart presentations. Light-weight aluminum, folds in a jiffy. Complete with chalkboard, hinged clamp, chalk, eraser:

\$4250 (less pads)

Four paper pads \$12.00

Carrying case \$12.50



ARLINGTON
ALUMINUM COMPANY
19005 W. Davison • Detroit 23, Michigan



...you'll enjoy staying at Chicago's

Executive House

Tomorrow's Hotel Today

CHICAGO'S Executive House, a new ultra-modern 40-story skyscraper with drive-in garage, ideally located on the edge of the famous Loop, introduces many innovations — including private sun terraces — the last word in luxury hotel living.

Write for colorful brochure

Dept. S, 71 E. Wacker Dr., Chicago 1, Ill. • FI 6-7100
A. M. Quarles, General Manager



Executive
House

HENRY H. REICHOLD (continued)

DYNAMARKETER

operated in the black. Today, with more products to serve more industries, it hopes to become even season-proof.

In the hard goods recession of 1958, sales of five of Chemistry's Big Eight—DuPont, Carbide, Allied, Monsanto and Cyanamid—declined. The three others—Eastman, Dow and Olin Mathieson—could report a combined gain of only 2%. Reichhold settled for 3%. And in 1959 the steel strike held RCI's increase to 28%.

But, at 59 years, this buoyant maverick is hoping higher than ever. By 1965, he is sure, RCI's domestic sales will rise more than 150% to \$250 million, while foreign business will gain at the same rate, to \$125 million.

Domestically, he foresees "no saturation in any area—including paints." Abroad, the sky may be even less the limit.

Wherever he turns today, Henry Reichhold can see RCI products at work. When he pulls out a U.S. greenback (reportedly, he is "worth" 100 million of them), he is pleased to note that its color is RCI's "Treasury Green." In homes and offices he sees RCI's ingredients in furniture and flooring, in toys and typewriter ribbons. When he watches a new factory rise, he finds that the workers wear re-enforced plastic helmets made with RCI resins.

► The potentials of automobiles and building and construction intrigue him most of all. "As Chevrolet has already proved, with Corvette," he explains, "plastics and fiber glass can be combined to make the whole automobile body." The Wall Street Journal quotes a Ford engineering executive to the effect that, within ten years, the amount of plastic used in cars will rise "300% to 500%." But many suppliers (including Reichhold) call this estimate "too conservative."

At the same time, with the help of "a younger generation of architects," Reichhold expects that ancient building codes will be modified to put more plastics to work. He would ship plasticated pre-fab houses to such areas as India and the Near East, thus "eliminating the need for costly construction of steel or concrete plants." With RCI already doing well in such developed areas as the West European Common Market, he

visualizes bigger opportunities in new and smaller countries. Ultimately, RCI-associated factories would be spurring the growth of "75 to 100 countries." These would be staffed by "qualified local engineers, technicians and salesmen."

Reichhold denies that he, personally, carries "too much load" or that he has "too much influence." He has tried to build a management group able to "make decisions on their own," and he thinks they are quite competent, if need arises, to keep RCI growing without him.

► But he adds: "I've never been outvoted by the board." His reason for this is that "I try to learn from others, especially when I'm not sure. I try to be well informed and to make my suggestions straight and simple." However, it's possible that the Reichhold personality counts, too.

He readily admits to making "my share of mistakes—but none of them were costly." And he adds, happily, "I've never had any trouble with our foreign partners."

He also knows, and applies, the "universal language" of the arts. A competent violinist, who collects Renaissance paintings, Henry Reichhold has bet \$10 million of his own money on the future of "culture" in America. For the last six years of his residence there he contributed \$2 million to the Detroit Symphony Orchestra.

He sold auto workers tickets to Detroit Symphony concerts; followed Ford in sponsoring this "Sunday Evening Hour" on network radio (though he had nothing to sell to the public); bought Vox Records (to make sure that "even bebop was the best"), and in 1958 gave \$1 million to the Berlin Academy of Arts. For several years he also angeled Musical Digest, which he carried without advertising.

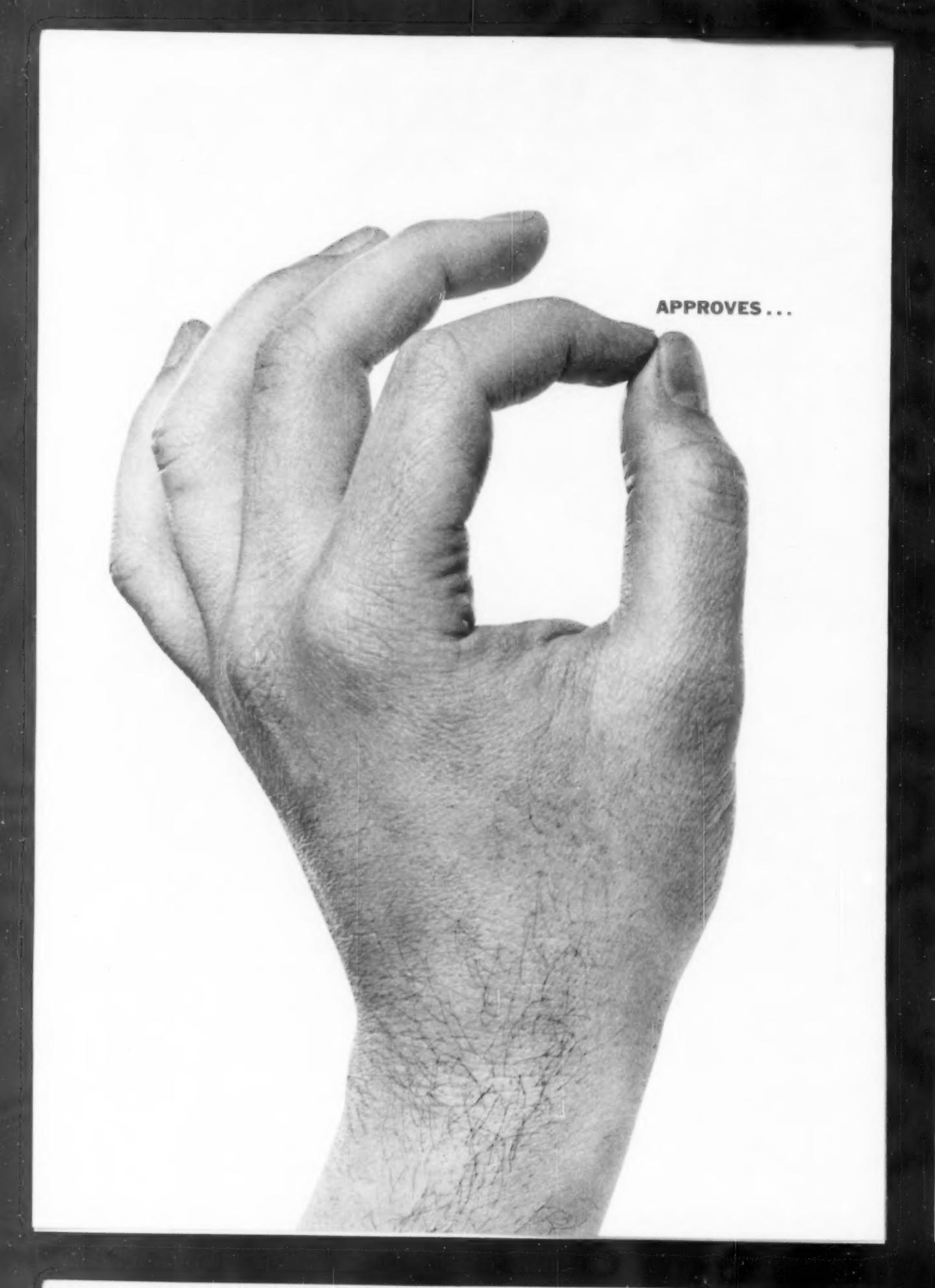
"Our cultural standards," Reichhold believes, "must compare with our economic standards."

And beyond culture, there's democratic liberalism: In the midst of a wave of anti-Jewish sentiment, he opened a plant in Israel.

Thus the man is hard to pin down: He is a Berlin-born, Vienna-educated, 17th century Florentine Babbitt or Maverick. But more than that, he is a busy builder of tomorrow. ♦



THE HAND THAT SPECIFIES...



APPROVES...



REQUISITIONS ...

...IS THE HAND THAT REACHES FOR SWEET'S WHEN BUYING NEEDS ARISE



Industry's top buyers and specifiers regularly use the manufacturers' catalogs in Sweet's to specify, recommend, approve and requisition the products they need. 26,000 replies to 84 studies of catalog use in six basic industrial and construction markets document this fact. Your Sweet's District Manager will gladly review these studies with you. Sweet's Catalog Service, 119 W. 40th St., New York.

Prove What You Say in Ads

Lone Star Brewing has each vat of beer tested and checked by U.S. Testing Co. This "certified quality" check, backed by a strong regional ad campaign, is steadily boosting beer sales.

A Texas brewer is employing a new, effective marketing tool to boost sales. The tool is "certified quality"—a quality check of every brew by a well-known, independent testing organization.

The first company in the food and beverage industry to adopt such an independent quality check was Lone Star Brewing Co., which began to employ this marketing tool three years ago. With this quality check, backed up by a healthy ad budget, the San Antonio brewer is steadily increasing sales some 7% annually. The company's \$18-million volume places it among the top 30 U.S. breweries.

Lone Star beer is continuously checked by the U.S. Testing Co., and certified to be "as fine a beer as is brewed in the world." Floyd O. Schneider, vice president and general sales manager, maintains that the certified-quality story gives Lone Star an "unmatched selling tool." He emphasizes that it's not just a manufacturer's



"HUNT FOR PROFITS"—That's the theme being dramatized by Lone Star v-p's.

claim, but quality that is actually tested and certified by a recognized, independent laboratory.

Each brew is not only checked but identified by a number, which is printed on beer bottles and cans. The number is changed as a fresh brew is started, about every 18 hours. This

leads to another powerful selling tool—"brewery fresh" beer. Says Schneider: "Our salesmen know they are selling true quality—this in itself is a morale factor."

The idea of certified quality was conceived by Harry Jersig, president and board chairman. Lone Star, facing stiff competition from an expanding brewer at the time, was fully aware of quality claims and talk of secret formulas in the industry. The management believed that a brewer's statement about the quality of his product boiled down to nothing more than an advertising claim, simply because the brewer alone said it.

Company management then decided to get a statement of beer quality from an independent testing agency. Lone Star approached the U.S. Testing Co., but the firm did not want to take the account, for, at that time, it had not gotten into food testing (beer is considered a food).

(continued on next page)



PROVED—In television ads, Lone Star manages to get the "certified quality" theme into campaign for new containers.



Get more
selling time
per dollar...

lease fleetcars from HERTZ



Hertz Car Lease Service removes all the time-consuming problems of fleetcar operation. Hertz will provide new Chevrolets, Corvairs or other fine cars; handle all repairs and maintenance. You reduce accounting problems to the writing of one budgetable check per month. Your fleet administrative time is cut to a minimum. Hertz, the nation's most experienced car lessor, does all the work!



For more information, mail this coupon!

H. F. RYAN, VICE PRES.
THE HERTZ CORPORATION
125 N. WABASH AVENUE
CHICAGO 4, ILLINOIS

Please send me your illustrated booklet, "Who Should Lease Cars . . . and Who Shouldn't."

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
CITY & STATE _____
NO. OF CARS OPERATED _____

SM 520

However, an agreement was made. Now, U.S. Testing audits and verifies 213 different quality control checks on raw materials, processing and packaging—for every brew. The final step is the labeling of each bottle or can with the registration number of its brew test.

Lone Star advertising has hammered on the certified quality theme since the beginning. The consumer reads about it in his newspaper, sees it on ad posters, views it on television, hears it on radio. The company is a heavy regional advertiser, spending about \$2 million a year—or \$2.53 a barrel (pretty much in step with the industry average of \$2.50).

Some evidence of the effectiveness of this campaign: Consumers often buy the product by simply asking for the "certified quality beer"—not even mentioning Lone Star by name.

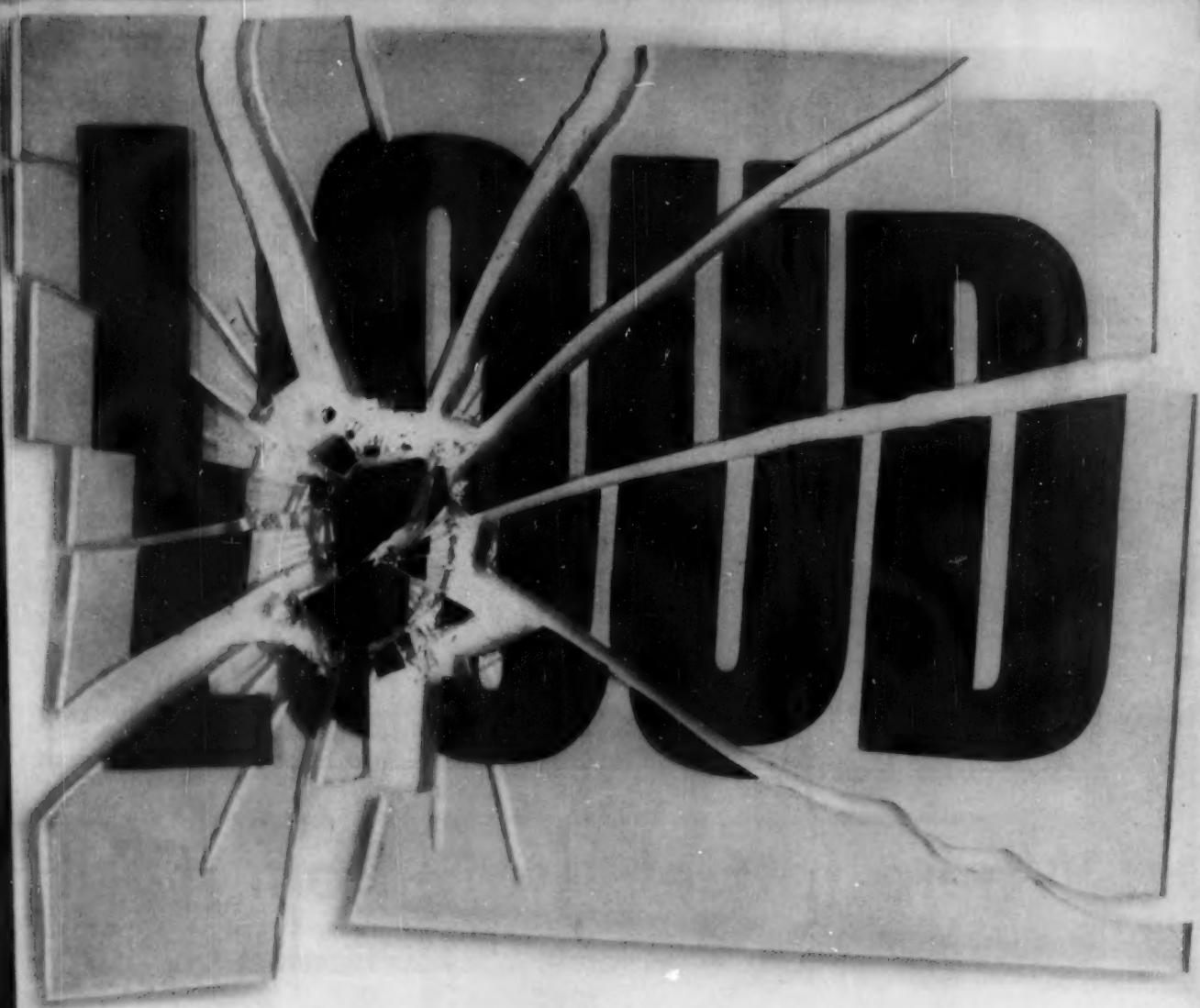
The new selling story has also led to a merchandising development which helps boost sales: Continuous rotation of distributors' and retailers' inventories to insure constant freshness. As Lone Star sells only a 10-day to 14-day supply to distributors, the salesman can keep a sharp eye on their inventories and sales.

► The company is on the lookout for changing trends in buying habits that can be exploited in advertising and sales promotion. For example, women buy most of the beer today. One result: The handy packs the housewife brings home with the groceries. There's reason behind this, says Schneider:

"Mama buys the beer. Papa comes home to drink it instead of stopping at a tavern after work. Mama had rather have him at home, so she sees to it that cold beer is in the refrigerator. This is one of the most important factors in the decline of sales of beer in half-barrels, which today amounts to only 4.6% of total sales."

Schneider says that "The buying habits of today's housewife are shrewd and well thought out. Because she has confidence in tested and approved merchandise—thanks to Good Housekeeping and other women's magazines—she has taken to the certified quality label like a duck to water."

This general acceptance by the consumer is partly a result of efforts to satisfy local flavor demands. To be sure that its beer is quenching local thirsts, Lone Star employs taste panels. The testing agency recruits its panel members off the street, and Lone Star empanels its employees. From the panel findings as well as from actual sales, Lone Star says it can prove it satisfies from 44% to 50% of the San Antonio market. ♦



OR CLEAR?

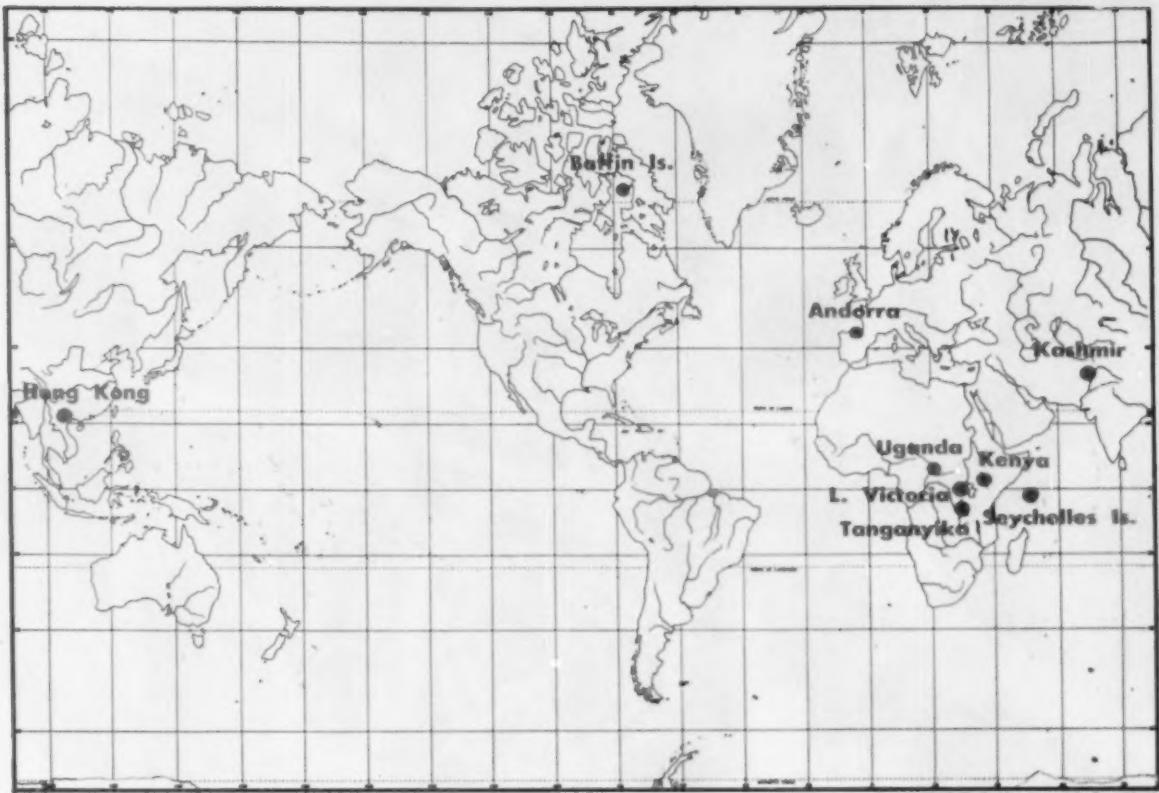
Does she filter you out or hear you through? It depends on whether her radio is tuned in—or just turned on. Listeners to the CBS Owned Radio Stations are tuned in and alert, because C-O programming demands it. It is radio for the active attention of the adult mind—not just a substitute for silence. Locally-produced C-O shows include live music, comedy, opinion forums, education, special events, regional news, documentaries, interviews, sports, farm shows, business reports—everything that interests people. And added to all this is the unique strength of the CBS Radio Network, with its schedule of star personalities, drama, comedy, complete news coverage and analysis, public affairs and great live music programs. This is responsible broadcasting. It gets a responsive audience. And gets response to your advertising, too!

CBS OWNED RADIO STATIONS
REPRESENTED BY CBS RADIO SPOT SALES

C-O

KCBS SAN FRANCISCO KMOX ST. LOUIS
KNX LOS ANGELES WBBM CHICAGO WCAU
PHILADELPHIA WCBS NEW YORK WEWI BOSTON





Courtesy of C. S. Hammond & Co., N. Y.

Where to Get Away from It All

There's a wide open world of Eskimo co-ops, Himalayan house-boats, tranquil Indian Ocean isles awaiting the man who wants—and can afford—a different vacation. And many of you can.

By GEORGE P. NICHOLAS

When your secretary answers that you're away and just can't be reached, you can be on an island a thousand miles from the nearest airport where ships call just once a month.

Tired of visiting relatives for a vacation? See instead the birth of a boom in Hong Kong or live on a houseboat at the foot of the Himalayas.

Or maybe you just want to see

what Europe can be like without Americans.

Arthur Amory Houghton, Jr., president of Steuben Glass, Inc., spent his vacation in a plastic igloo. Richard S. Boutelle, vice chairman of Fairchild Engine & Airplane Corp., chose an African safari.

Because executives can take longer vacations (and have earned them), are used to travel and willing to spend,

Sales Management suggests some off-beat things you might like to do. Most are good the year 'round.

How about an African safari? Choose your weapons. Africa offers aardvarks to zebras—but you can shoot them with a rifle or camera. One group of white hunters even supplies tape recorders for bringing back the sounds of Africa.

Your photographic game can be

magnificent scenery, or tribes ranging from the handsome Watusi to the pygmies of the Ituri Forest, the world's tallest and shortest peoples.

With little traveling you can capture scenes like tropical coastlines, snow-capped mountain peaks, majestic lakes, dense jungles, lush grasslands, mighty waterfalls.

And you needn't rough it to go hunting. The only walking you'll probably do is the legal 200 yards from the car. When you return to camp you can have a well-cooked 5-course meal. Your safari can include a radio, refrigerator, electric lighting. Many parks have lodges. Shoot a lion and the tom-tom will beat in your honor.

► A record of the changing ways of the tribes is the handsomest trophy for photographers. In dances of one Kenya tribe, opposite partners touch cheeks like Frenchmen. Others punctuate the sound of the drums with blasts from European police whistles. You may frighten some tribes still unused to cameras. Others may jolt you with enormous modeling fees.

The best safaris are in the fertile region surrounding Lake Victoria, the vast, 26,800-square-mile lake at the joining of Uganda, Kenya and Tanganyika. East Africa is the site of 12 national parks and reserves, most enhanced with comfortable weather.

Natural wonders there for photographers include Murchison Falls, where the Nile, beginning its 400-mile course to the Mediterranean, thunders through a 20-foot gorge; the Serengeti National Park's Ngorongoro Crater, in whose center, 2,000 feet below, magnificent game herds feed; the Shifting Sands, 40 miles from the park, which moan when blown by the winds or even rubbed by hand; storied Mt. Kilimanjaro, some of whose peaks are not too difficult to climb.

Nairobi, where you might land if you fly (by jet), is a modern city, yet hippos occasionally stray into its outskirts. Mombasa, the area's main port, is both African and Eastern, with carved Arab doorways, narrow alleys and carpet vendors.

Each area has rainy seasons but you can bypass them by planning your trip whenever you go. A typical 28-day safari will cost you about \$2,500, excluding licenses, park fees and ammunition (but far less if you team up with a district manager).

Begin early, though, because the dozen or so shots you need must be spaced out. If you hear Africa calling, heed her now. The game is dwindling and reserves are being closed.

(continued on next page)



Credit: British Information Services

GO EAST, YOUNG MAN, for the excitement of bustling Hong Kong. The ancient city's population is burgeoning with a rising importance of Asian cotton goods and a steady influx of refugees from Communism. This a typical street scene. Get the importance of outdoor advertising in this wide-open city—no nook forgotten here!



Credit: National Film Board of Canada

PEACE, WHICH COMETH AT THE END . . . of the world. This is the Canadian North. If you fancy catching seals the terrain is wide open. But you'll have to settle for the skins alone. Tradition decrees that natives get the meat. For fishing, try the Char, a trout-like salmon that runs 200 yards in battle—good sport for the exec.

It's 2 to 1

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE
ONE THING IN COMMON—
FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule



FAST FOOD

magazine

630 THIRD AVE.
NEW YORK 17, N.Y.



Snuggled high in the Pyrenees, Andorra grew out of a thirteenth century row between the French government and the Spanish Catholic Church. It is a co-principality of the two, and Andorrans don't seem to mind. The visitor, certainly, is richer for it.

Having no representation here, Andorra cannot urge Americans to visit in droves. Because authority is divided between its neighbors, law is lax. Andorra has no tax, no treasury. Its currency is the franc or peseta, earned mostly with smuggled exports. Compare the going rate of both be-

fore exchanging your money.

The 6,000 Andorrans are used to the free and easy life. You can enter their lovely mountain region with little more than a credit card. Take anything with you; even more when you leave because the shopping is ideal. German cameras, Swiss watches, Italian silks—living itself—were never cheaper.

If you want scenery, Andorra offers medieval ruins, herds of grazing stallions, a mountain spa. Are sports your pleasure? There is skiing, mountain climbing, trout fishing, hunting. The

Credit: Information Service of India



KASHMIR, where the rugs come from and houseboats, complete with terraces and servants, can be rented for inexpensive cruises. Nearby Himalayas form backdrop.

Credit: East Africa Tourist Travel Assn.



SAFARI, ANYONE? Most hunters prefer shooting with cameras. In Queen Elizabeth National Park you watch hippos bathe while you luxuriate in a cruise boat.



**the TAPE
that gets
displays up
easy-as-pie!**

kleen-stik® DUBL-STIK

2-Sided Pressure-Sensitive Tape



Exclusive "Finger-Flip" Edge
for Fast, Easy Application!

RECIPE for dealer preference for your P.O.P. material: design and produce the most attractive displays possible... tie them in with a powerful national promotion... then add DUBL-STIK to guarantee they'll get up! ... DUBL-STIK is the *double-sided* self-sticking tape—a thin, tough film coated on *both* sides with extra-strong KLEEN-STIK adhesive. Easily applied by hand or automatic applicator, it bonds instantly to practically any material... holds up even relatively heavy displays.

Double the Pressure-Sensitive Benefits of KLEEN-STIK!

- Needs no water, glue, tacks, staples, etc.
- Easy to put up—just apply tape, peel off backing, press in place.
- Waterproof and invisible when applied.
- Resists temperature changes from -20° to 220°F.



Write for samples and information on DUBL-STIK
and other Kleen-Stik pressure-sensitive products.

7300 W. Wilson Ave. • Chicago 31, Ill.
Plants in Chicago, Newark, Los Angeles, and Toronto, Canada

OVER 25 YEARS OF PRESSURE-SENSITIVE LEADERSHIP!

food is excellent and the night life continues well into the morning.

Because of its isolation, Andorra has not been swept up in the change of the twentieth century. Its attitudes are still basically feudal. In the Andorran family, father not only knows best—he isn't even questioned. Andorra's parliament meets in antiquarian robes in a crumbling castle. Universal suffrage just doesn't work, they decided, and abolished it in 1941.

You can't fly to Andorra; there are no airports. Take the road from France or Spain. Fly to Toulouse or Barcelona, take a train to a border

town and bus to Andorra. Though the weather is ideal in the valleys throughout the year, the French road may be snowed under in winter. Polish up your French or Spanish. There won't be too many fellow Americans.

► Because it is a Crown Colony, doing its business in both Chinese and English, Hong Kong must make direct, often artlessly literal, translations. Accordingly, Americans are astounded to find enterprises calling themselves the Very Venetian Blind Co. or the Sincere Construction Co.

On the threshold of a new econ-

omy, Hong Kong is making another change, also with little finesse—but with agility. Long known only as a free port for trans-shipping, the colony is now processing and beginning light manufacturing.

Without benefit of raw materials, it has become an important factor in cotton goods on the Asian market and is rapidly expanding. Thousands pouring in from ravaged Red China are aiding and abetting.

For executives who believe the birth of a boom represents the most dramatic surroundings, this is Shangri-La. For wives, there are the additional pleasures to be found in scenery, shopping, beaches and extraordinarily fine hotels.

Hong Kong is an island, coastal mainland and junk colony. Its highways are the ferry routes.

The island, Victoria, is the most British. You can get a panoramic view of the city from its rocky peak—but the cricket grounds and landmarks are coming down for new steel and concrete buildings.

The harbor junk colony, housing 100,000, represents one-third of the population.

Kowloon, the mainland, is an all-night town. Residents of the Luk Kwok Hotel insist it is the locale of "The World of Suzie Wong."

► Moving into the Indian Ocean, the executive who wants to get completely away can find the Seychelles Isles, visited by ship only once a month. Natives believe this to be the site of the Garden of Eden. There are white, sandy beaches and mountain waterfalls with gaily colored parrots and huge land tortoises. The economy is dependent upon coconuts. And the temperature rarely exceeds a comfortable 75 degrees.

The nearest airport is a thousand miles away, in Africa. You will get news of markets from only one government-owned radio station and a single-sheet newspaper. And living will cost you what your commuting fare now totals.

You can fish for tremendous swordfish, bonito and blue marlin. While you bake your catch on the beach, prepare a "millionaire's salad" of the succulent terminal shoots of the coconut palm (which kills the tree).

To get away from even the islanders, move to a tiny bungalow amidst the waterfalls high in the mountains. Choose one made of palm thatches, wood, corrugated iron or blocks hewn of coral.

Most of the few whites on the islands are English or French. The natives, mostly of African descent, use rickshaws and carry objects on their

Another new and original Nascon "At-A-Glance" Record Book . . . to build lasting good will for you! Fills a long standing need; in this one convenient volume, available at-a-glance and easily understood, can be recorded all information concerning one's Insurance Policies, Bank Accounts, Securities, Real Estate and other vital facts. A necessity for every family, that will be used for many years.

Amazingly low in cost but quality-made throughout. Handsomely covered, Wire-O bound for flat writing surface. Your name or trademark imprinted in gold on the cover at no extra cost; advertising messages may be bound anywhere in the book.

The new Nascon Advertising Gift Catalog contains complete details. Send for your copy today.



heads. One recent visitor was astounded to see a man carrying a four foot fish this way. The man was followed by a woman balancing on her head a table, two chairs and a grass mat.

There is entertainment in the capital city, Victoria, of the main island, Mahé. Chief exports are coconut products.

If immediate sales problems keep you from the Seychelles, send your most rambunctious salesman there. The British India Line (agent: Cunard) stops there from Mombasa and Bombay.

► Would you like to fish for the Arctic char? This trout-like salmon runs 200 yards in battle, has red meat for a gourmet's palate.

Or do you prefer hunting by dog-sled for seal? Bring home both, and live in a plastic igloo, tent—or a lodge with the comforts of home—in one of two new Eskimo camps in Canada's far north next summer.

At the Charetic Lodge on Baffin Island, you can stay at Scandinavian styled "Viking" buildings billed as "the most luxurious accommodations in the Arctic." There are cruises to the incredibly beautiful fjords, Eskimo cuisine, plumbing. It will cost you \$1,500 for a week (including round trip transportation).

At Cape Dorset Camp, an Eskimo co-op on the other side of the island, the living is a little cheaper. You will have to live in tents or plastic igloos, though.

You can visit the Eskimos and not rough it. Hudson's Bay Co. takes a few passengers on its supply ship during its yearly run through the area. The company headquarters in Winnipeg. If you stay at the camps you can fly from Montreal.

Whichever way you go, see the carvings of the famous Eskimo community in the area. Eskimo guides will help you bring home the skin of the elusive silver jaw and bearded seal. Skin only, because you must leave the meat for the natives.

► Barber and customer squat on the floor facing each other. Ear cleaners sit facing their customers too. If you seem unconvinced of one's worth, he may place a small worm on the swab, after finishing—proving what dire need you were in.

In the tiny, gas-lit shops selling fruit or bolts of hand-woven cloth, owner and relatives sleep beside the wares. Such is the way of commerce in India.

Even in Bombay, sacred cows munch from garbage cans, blocking the traffic of rickshaws powered by man, bike or motorcycle, ox carts,

camel wagons and a teeming 3 million people.

Impoverished, now embattled, India, until very recently, made little effort toward enterprise. The fare she offers visitors churns in the stomach; curry prolongs the memory of the last thin meal, it is said. But, because of her low standard of living, India is a bargain vacation land.

At Kashmir, at the foot of the Himalayas, you can live like a king on your secretary's pay in a rented houseboat. Professional vagabonds from all over the world spend spring and fall, the best seasons, at Lake Dal, a spring-fed crystal lake with the

mountains rising in the background.

Their boats range from 2-man models to sumptuously furnished 125-foot craft with huge terraces and quarters for servants. Other boats are stores, wandering minstrels, even a post office.

There are curio shops, golf courses and other amenities, but try to get invited to a Kashmiri wedding. You will be housed in a tent with the other male guests, overwhelmed with the culinary specialties of the region—and entertained (women are treated to their own entertainment in another tent). The celebration continues for days. ♦

NEW ENGLAND LEADS THE NATION

of all U. S. regions

Per Household
FIRST
In Effective Buying Income

FIRST
In Retail Sales
FIRST
In Food Sales

MASSACHUSETTS LEADS NEW ENGLAND

- Larger than other 5 New England States combined in E.B.I.
- Twice the population of the 2nd leading state
- 50% of the Total Retail Sales



You can't cover Massachusetts without the Telegram and Gazette

A.B.C. Audit
Dec. 31, 1958

86.4% COVERAGE DAILY 158,215 • SUNDAY 102,957

**The Worcester
TELEGRAM AND GAZETTE**
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



OWNER OF WORCESTER TELEGRAM AND GAZETTE



Over 600,000 adult buyers in the Toronto A.B.C. City and Retail Trading Zone read the

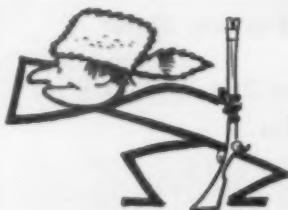
TORONTO DAILY STAR

80 King Street West, Toronto

In the United States: Ward Griffith & Co. Inc.

Grennan Research Survey

S-360



Exploring?

Discover and conquer the rich \$67-million retail market of Woonsocket. How? By advertising in The Call, the only local daily coverage 98% of this 64,596 ABC City Zone.

WOONSOCKET CALL

COVERS RHODE ISLAND'S PLUS MARKET

Representatives:
Johnson, Kent, Gavin
and Sinding, Inc.

Affiliated: WWON, WWON-FM



Time Inc., on a Crest, Reshuffles Top Brass

Early this year that publishing colossus Time Inc. moved into its new skyscraper on Sixth Avenue, a pica away from its old headquarters. Now the house that accounts for six domestic editions (Time, Life, Fortune, Sports Illustrated, Architectural Forum and House & Home, plus eight international editions of Time and Life) has finished what it calls "a sweeping realignment of [its] top management . . ." In advertising circles both here and abroad this constitutes the advertising personnel news of the year: For Time Inc. last year carried, in all editions, a staggering total of some 21,500 pages of advertising. Its magazines currently are running a circulation of around 11.5 million.

► In the key personnel changes, the name of Life publisher, Andrew J. (Bob) Heiskell, 44, heads the list. He moves up to be chairman of the board. Time publisher, James A. Linen, 47, becomes president.

Altogether, 15 executives in top-level posts have been shifted or reassigned. Henry Luce, father of the firm, continues as Time's editor-in-chief. But Roy E. Larsen is now chairman of the board's executive committee.

Luce and Larsen, in making the announcement, pointed out that during the past ten years the company's revenues have more than doubled; the staff has grown by one-third. A faster rate of growth is forecast for the 1960's. "In order to take full advantage of these growth potentials, major changes in the company's publishing management are being made at this time so that younger men may assume senior positions and responsibilities," said Luce and Larsen in a joint statement.

Assuming new positions in the organizational plan, in addition to Larsen, are Maurice T. Moore, a di-

rector of the company, and executive vice presidents Charles L. Stillman and Howard Black. Moore also continues as chief counsel to the company.

- Heiskell, for 14 years publisher of Life, is succeeded by C. D. Jackson, who has been administrative v-p.
- Succeeding Linen—Time's publisher for 15 years—is Bernhard M. Auer, formerly director of circulation and promotion for Time.
- Charles L. Stillman becomes chairman of the finance committee of the board.
- Howard Black becomes senior v-p and continues as a director. He has been executive v-p.
- Bernard Barnes, v-p, becomes secretary.
- Arnold Carlson, v-p, becomes assistant to the president.
- Charles Gleason, budgets and projects manager, becomes assistant comptroller and assistant secretary.
- Arthur R. Murphy, publisher of Sports Illustrated, becomes a v-p of Time Inc. He was also named director of production for the company.
- Sidney L. James, now managing editor of Sports Illustrated, becomes that magazine's publisher.
- Andre Laguerre is now managing editor of SI. He's been assistant managing editor.
- David Brumbaugh, administrative v-p and secretary in charge of Time Inc.'s production and distribution operations for the past 18 years, moves up to be executive v-p and treasurer. He, too, has new board status.

"Coming after the biggest year in Time Inc.'s history," said the Luce-Larsen statement, "these changes will make the company an even more exciting and rewarding place to work this year, next year and in the years to come." ♦



"So you sold engineering, huh?"

"WHAT ABOUT PURCHASING?"

"Don't you know that when you sell the engineer but neglect the purchasing agent you've done only half the job? Remember, getting our product approved is not the same as getting the business."

The purchasing agent has the final responsibility of deciding which approved products will actually be purchased, and in what quantity.

The most effective way to help your salesmen make this critical second half of the sale is to advertise regularly in PURCHASING, the methods magazine that for 44 years has helped industrial buyers in all phases of their work. This is the magazine they read for trends, interpretation of the news, and for ideas on systems, inventory controls, legal aspects of purchasing, and such important techniques as value analysis.

PURCHASING MAGAZINE
A CONOVER-MAST PUBLICATION

205 East 42nd Street, New York 17, New York
the methods and news magazine for industrial buyers

Purchasing agents in the manufacturing industries spend, on the average, 52¢ out of every incoming sales dollar . . . And in better than 3 out of 4 cases the PA selects the supplier.

Grow with OKLAHOMA!

Oklahoma Report

Oklahoma City

No. 4

THE DAILY OKLAHOMAN

OKLAHOMA CITY TIMES

May 1960

OKLAHOMA CITY FUTURE GROWTH ASSURED

Oklahoma City has okayed a \$55 million trust agreement to build a pipeline to bring water to Oklahoma City from a new lake in southeastern Oklahoma completed last June and now filled to the brim with water. This will nearly double Oklahoma City's water supply, another step toward filling the City's future needs.

DAILY OKLAHOMAN WINS

Competing with 169 of the nation's biggest newspapers, The Daily Oklahoman placed third in the annual N. W. Ayer and Son contest in typography, makeup and printing. This was the Daily Oklahoman's fourth win in the contest since 1933.



16,400 NEW JOBS

Oklahoma gained 16,400 new jobs (non-farm employment) in 1959. New industrial jobs total 4,900 -- resulting from 56 new industries in the state, plus expansion of existing industry. New industrial jobs alone added \$21 millions to Oklahoma's payrolls.

SPRINGTIME SALES BOOST



J. J. Boxberger

"Increased business . . . some as much as 20%" was reported by J. J. Boxberger, manager of the Oklahoma City Retailers Association, in a week-long Springtime Fashion Festival in Oklahoma City.

The Oklahoma City Retailers Association along with the Oklahoman and Times planned the event. Only newspaper promotion was used; a special section of the Sunday Oklahoman launching the activity. This is but another example of how the Oklahoman and Times aids its community in continual sales development at the retail sales level.

BIG WHEAT CROP EXPECTED

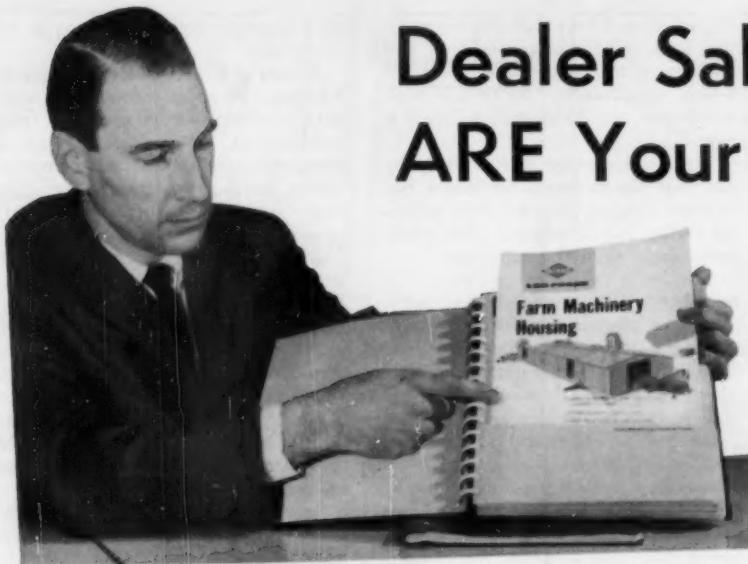
Fifth largest wheat crop in the state's history -- up 36% over the 10-year average -- is in prospect for Oklahoma this year. U.S. Department of Agriculture estimates the crop at 90,612,000 bushels.

SPECIAL DAILY-SUNDAY RATE

Use advertising in the Oklahoman Sunday magazine "Orbit," support it with weekday merchandising copy and get substantial savings on a special combination rate. Ask your Katz man for details.

CIRCULATION STILL CLIMBING

In spite of home delivery price increases, circulation of the Oklahoman and Times is still going up! Increases were recorded last year of 11,790 daily to total 270,736 and 5,085 Sunday to total 240,753 (ABC Publisher's Statement, Sept. 30, 1959.) By the end of March, 1960, daily circulation had gained another 5,892 to 276,628 while Sunday circulation had gained 7,842 to total 248,595.



Dealer Salesmen ARE Your Problem!

"We studied the more successful dealer salesmen . . . isolated the techniques that made sales . . . each salesman now carries this fast-moving flip-chart."

Too much sales slack in the Metal Buildings Division of Inland Steel prompted a closer look at its dealer salesmen. Sales analysis showed they needed stronger product knowledge, more pointed approach to sell Lok-Rib and Lok-Frame buildings to farmers.

A young man with purpose in his stride moved quickly across a freshly plowed field towards the distant figure perched astride a bright red tractor. As he hurdled each newly turned furrow of earth, the salesman reviewed his last visit to this farmer—a visit which, like others before it, had produced nothing in the way of a farm-building order for Inland Steel Products Co.

► This morning, however, the rays of a warm spring sun were about to witness a new kind of farm-building sale.

As he walked, he found it difficult to forget his past mistakes. For the most part, he recalled with a touch of guilt, his sales aids and literature had gone unused. Worst of all, he had made little effort to determine the farmer's building needs. And he really hadn't known enough about his own product line.

Now the sales analysis the company had conducted on its dealer salesmen had swept away the cobwebs and, frankly, he was glad. It had hurt at first to find out that it was necessary, but the company couldn't go on with its dealer salesmen batting close to zero, and he knew it as well as the other salesmen. The farmer wasn't

about to buy when the product was presented in a disorganized, incompletely manner. No one had been happy with the situation.

Now, at last, the slender portfolio he carried under his arm this bright, sunny morning contained the ammunition he needed—the results of an intensive research program into the ways in which his sales presentation to the farmer could be improved.

Back in Milwaukee headquarters, Lon Shealy, product manager for Lok-Rib and Lok-Frame buildings within Inland's Metal Buildings Division, had led the charge.

► Shealy (his division makes four distinct lines of steel buildings sold to industrial, commercial and agricultural markets) thought he had solved the problem of his dealer salesman's presentation to the farmer. But the sales analysis of its effectiveness had proved just the opposite. "The dealer salesmen had our literature and sales promotion pieces but they weren't using them. It was each man on his own and the results showed it," he admits.

"We studied the more successful dealer salesmen and quickly isolated the techniques that were making the sales.

"The result is that each salesman now carries a fast-moving, convincing flip-chart on the Lok-Rib line of buildings. Here's how he makes his telling points with the farmer: The chart continuously stresses, visually, the importance of giving farm machinery adequate protection from the weather. Then it hits the farmer's pocketbook by picturing the extra income that he might have made had he been able to store his crops safely in anticipation of rising market prices.

"When the salesman flips to the next page," Shealy continues, "the farmer notes the profit-loss from spoilage and rodent damage as well as a loss of nutrients due to inadequate crop storage."

► The money theme is driven home again with a pictured tabulation of the savings he can realize and, in many cases, an added income of \$1,000 annually is shown. Over a three to five year period, the savings absorb the initial cost of the buildings. Hence the theme, "Lok-Rib, the building you don't have to pay for!"

"We still had the problem of determining needs," continues Shealy, "and we knew our dealer salesmen just were not doing this. Since our product is probably the highest

Dealer Salesmen ARE Your Problem!

(continued)

priced structure of its type on the market (we design for functional requirements), the product must be thoroughly interpreted for the customer in terms of his requirements and value to him before we can convince him to spend the extra money required over cheaper competitive buildings.

"This kind of research produced the second part of the one-two-punch presentation—the Lok-Frame farm planning kit. With this, the dealer salesman starts both the farmer and himself thinking in terms of customer benefits. The flip-chart has sold the farmer on the general need for our buildings; now we move in on his specific building needs with the farm planning kit.

"Once the type of building required has been established, the salesman turns to the appropriate pocket in the

kit, whether it be a building for poultry, hogs, cattle, or general use, and withdraws the plans and literature which, significantly, can be left with the farmer, should he wish to 'think it over.'

Biggest advantage of the kit is the fact that the salesman no longer has to waste time on subjects about which the farmer has no interest. This point, particularly, sold the salesmen.

► Shealy has provided two extra rounds of ammunition for his dealer salesmen: The kit contains complete information on competitive buildings, which allows the salesmen to point up specific benefits in the Lok-Rib and Lok-Frame buildings and, at the same time, identify corresponding items in competitive buildings which can result in loss of profits. "With this kind of support, even a young salesman new to the field gives the impression of being an expert."

In addition, the kit has been provided with photos of Inland installations in the general area of the farmer. According to Shealy, the community acceptance factor, illustrated in the kit through testimonials, often makes

the difference between gaining or losing a sale.

Inland's dealer salesmen receive additional support through the company's advertising program in trade publications as well as through a comprehensive direct mail campaign which continually stresses the planning and profits aspects of Inland's new program.

As the salesman talks to the farmer, with flip-chart standing on the tractor's motor hood, he quickly cuts through to the farmer's needs as well as his pocketbook. His facts are as handy as his order pad. He customizes a building to a specific requirement and leaves a sketch of the building as well as literature and comparisons of competitive products with the farmer for evaluation.

Says Shealy, "Because he is not under your direct control, you cannot take the dealer salesman's activity for granted. The effectiveness of his sales presentations to the consumer means, simply, that you either make money or you lose it."

For 1959, sales of Inland's Lok-Frame building product line exceeded the forecast by a full 50%. ♦ RAK

Greensboro—GREEN THUMB OF THE NEW SOUTH'S MARKETS

In the Top 20 in Total Retail Sales

Stands Out in Furniture, Household and Radio Sales

Plant your household advertising in Greensboro—the market with a knack for making sales grow. Greensboro sells more furniture, household goods and radios than Charlotte, trails just behind such primary markets as Nashville and Richmond. 42% gain 1958 over 1954—a not uncommon sales gain for advertisers in the Greensboro News & Record—the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation . . . over 400,000 readers.



***Greensboro — In the Top 20
Retail Markets of the South and
in the Top 100 of the Nation.***

Write on company letterhead for "1959 Major U. S. Markets Analysis" Brochure of all 292 Metropolitan Markets.

Greensboro News and Record

GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.



"THROW IT OUT THE WINDOW AND
SEE WHAT COMES BACK!"



The Houston Post's circulation soars into first place—daily and Sunday!

According to the latest ABC Publisher's Statements, The Houston Post is Houston's largest newspaper **daily and Sunday** . . . seven days a week!

Like to throw a few figures into the adding machine and see what comes back? Try these: 13,618 more circulation daily and 1,942 more Sunday circulation than the second Houston newspaper . . . and at

the same line rate. The arithmetic is simple. The Houston Post is the obvious buy for the Houston market.

When you plan your next newspaper schedule for the Houston market, remember The Houston Post is Houston's number one newspaper — your **first** buy. The figures tell the story. Use the leader — advertise in The Houston Post.

DAILY*		SUNDAY*	
The Post	The Chronicle	The Post	The Chronicle
(Monday-Saturday 6 day average)	(Monday-Friday 5 day average)	(Monday-Friday 5 day average)	(Saturday only)
209,066	195,448	178,884	101,398
<small>*ABC Publisher's Statement for 6-month period ending September 30, 1960</small>			

THE HOUSTON POST

6005

Represented nationally by Moloney, Regan and Schmitt

Member

THE SCRATCH PAD



BY T. HARRY THOMPSON

With bushes in bud and trees in leaf, the northern family recently back from a winter vacation is saying: "This is where we came in!"

While in the weather bureau, let me address an apostrophe to J. G. Whittier, too late for inclusion in his "Snow Bound": Snow, to me, is fearful stuff. Two flakes, and I've had enough.

On its 37th birthday, Time magazine topped the 3-million mark for all five world-wide editions.

Of all the plays-on-words tossed around back there in the NBC-Jack Paar hassle, nobody came up with "Paar for the coarse."

Imp, the world's smallest house-organ, says nothing holds liquor so well as a bottle. It also cites the kind old girl who says to the internal revenue clerk: "I do hope you'll give my money to some nice country."

Joe Bova wath lithping when he thent thith: "An example of ethereal. How about Maypo?"

The word "automatic" calls up a device I saw some years ago. It was a dispenser of dog-biscuits. The pup puts a paw on a treadle which releases one bone-shaped biscuit at a time. Is it too late to offer a name for such a gizmo—"dogmatic"?

Borden, the milk people, are still branching out. In February, they acquired the Commercial Ink and Lacquer Co., with a plant and headquarters in Fairlawn, N.J., and a second plant in Whitehouse, Ohio. The firm is a principal supplier of inks and varnishes to the packaging industry. Other products are used in laminating and furniture finishing, and by the automotive trade.

Incidentally, the American Institute of Management has cited The Borden Company as one of 517 "excellently managed" companies.

The aluminum industry is spread-

Or a boy singer, to be really fair.

As a world traveler, Ike can't be more than a lap or two behind Eleanor.

And it seems to me that distribution is always a lap or two behind advertising. Kraft advertises blackberry jam, but my favorite super market is still pushing strawberry.

Movie houses seem to be short-sighted, like the railroads. A neighborhood theater that has been hanging on by its eyelashes cut down to week-end shows. Then it gave up its parking lot and I find less reason than ever for going there.

As I paraphrased a long time ago, politics also makes strange bunk-fellows.

Copywriters at Work Dept.

I've used that slug over many an item here, hinting that members of my craft get carried away, leaving "modesty" and often "truth" as just words in Webster's.

Let's look at a few lines from current copy:

"Always smoother because it's slow-distilled."—Early Times bourbon. "The Kentucky bourbon with the definitely better taste!"—Old Taylor 86. "America's most magnificent bourbon."—Old Hickory. "Calvert has more power to please."

"America's most carefully built car."—Chrysler. "America's 1st fine economy car!"—Dodge Dart. "Smoothest flow of power in any car today!"—Buick. "The best taste yet in a filter cigarette."—Old Gold. "Best-tasting smoke in the U.S.A."—Chesterfield. "Tobacco and taste too fine to filter."—Lucky Strike.

"Music's most glorious voice."—Hammond organ. "Easiest to play of all musical instruments."—Lowrey organ. "The most trusted name in television."—RCA Victor. "Swift's Premium, the most trusted words in meat."

"Enjoy the sprightlier, fresher flavor of RC."—Royal Crown Cola. "Relieves tired, aching muscles twice as fast."—Absorbine Jr. "In details, as in passenger concept, United's DC-8 is the best of jets . . . for you!"

Those are just samples of the hyperbole being tossed around while copy-chiefs are on their coffee-breaks. But, if you are a fugitive from a claim-gang, you will agree with me that Fort Bragg should belong to the military and not the marketing group.

Just as you react to a bore at a cocktail party, so the public reacts to advertisers who boast as they boost. Any questions? Class dismissed!

T.H.T.

WHEN YOU'RE MAKING UP THE MEDIA LIST, HERE'S **FOOD** FOR THOUGHT—

The Chicagoans with more money
to spend...spend more time with the

CHICAGO DAILY NEWS

The Chicago Daily News carries more food lineage than any other Chicago newspaper—more than any other evening newspaper in the nation. This has been true for fifteen years because the Daily News is read by families who spend more money—on food and

other items—whose median income is \$1070 a year higher than Metropolitan Chicago as a whole. They are receptive readers too—who spend at least 35% more time with their newspaper than readers of the other Chicago dailies.



America's modern way of doing business



The NASA-USAF-Navy X-15 manned rocket gets a vital part . . . delivered with jet-age speed by AIR EXPRESS

X-15 part flies first 3000 miles by Air Express

The scene: Edwards Air Force Base, Calif. Crack engineers work 'round the clock to ready the X-15 for its flight to the brink of outer space. Its engine, built by Thiokol in Denville, New Jersey, packs a 400,000 HP punch—more than the power of two giant ocean liners! Because of an accelerated assembly schedule, some parts—like this turbine pump control—are installed right on the flight line. They must be shipped fast, with kid-glove handling. In short, a job for low-cost AIR EXPRESS. Give your business these advantages, too. Call AIR EXPRESS to speed your products FIRST TO MARKET . . . FIRST TO SELL.

AIR EXPRESS



CALL AIR EXPRESS DIVISION OF RAILWAY EXPRESS AGENCY

• GETS THERE FIRST VIA U. S. SCHEDULED AIRLINES

Will Du Pont's Telar Give Antifreeze A Real 'Permanent'?

As the diamond phonograph needle took the "permanents" off the hook, two new auto "coolants" are seen as the big hope in the antifreeze market. Closely following the announcement of Dow's Dowgard, Du Pont offers the "first never-drain coolant."

The antifreeze heat is on. Two leading chemical companies have already entered a major competitive battle to get a big hunk of the \$250-to-\$350-million antifreeze market, which takes in more than 300 products.

Following closely on the heels of The Dow Chemical Company's introduction of a coolant called "Dow-gard," which, company spokesmen say, can be used summer and winter but has to be replaced once a year,

E. I. du Pont de Nemours & Co. has announced a new antifreeze and anti-rust product that doesn't have to be drained each year. It will be powerfully pushed with a multi-million-dollar advertising campaign.

Ever since the horse disappeared from the front end of buggies, motorists have been pouring something called "antifreeze" into the radiators of their cars each fall and throwing it away the following spring—at least they were supposed to. In recent years

some of the antifreeze marketers labeled and promoted their products "permanent," but what happened as a result wasn't too good for them. (See "Permanent Claim for Antifreeze Backfires on Its Sponsors," SM, Sept. 19, 1958, page 33.)

Du Pont's new antifreeze and anti-rust product is called "Telar." Climaxing 15 years of research and five years of road tests, it will, according

*** Telar is Du Pont's trademark.**

RECORD AD BUDGET—Multi-million-dollar Telar budget is largest Du Pont ever set for a consumer product. Barrage of

triple- and double-page ads introduced new antifreeze to trade in magazines in April, will run through September.



Will Du Pont's Telar Give Antifreeze A Real 'Permanent'?

(continued)

to Du Pont, stay fresh year after year in a properly serviced cooling system.

"Actually," says M. A. Stephens, sales manager, Du Pont antifreezes, "manufacturers have been aiming at this target for some time. At Du Pont, we believe the biggest obstacle to the creation of a never-drain product has been the lack of a suitable corrosion inhibitor, or a means of detecting a cooling system failure which causes contamination of the coolant, and can lead to expensive damage."

"While all standard antifreezes available today include inhibitors that limit or prevent attack on cooling system metals by the antifreeze solution, none are recommended for more than one season. Poor inhibitor performance results in rust buildups that impair proper heat transfer and cause clogging—the main source of summertime boilovers. A proper inhibitor, then, is the key to the whole problem. We believe we have this key—a truly permanent antifreeze. Telar prevents freeze-ups in winter and maintains perfect cooling during hot summer driving. When added to a cooling system, it brings corrosion to a halt. Cooling passages remain clear."

► "For an extra safety feature," Stephens continues, "we have added 'Color Check' to the formula of Telar. It is what we call our 'confidence factor.' For years motorists have been urged to drain their antifreezes every spring, and the specter of corrosion has haunted those who didn't. Even though we can now tell our customers not to worry, some will. To reassure these motorists, we have designed Telar to change color if cooling-system failure should contaminate it. The coolant changes from red to yellow. A peek into the radiator is all that's needed. If motorists see red, they need not worry. If they see yellow, they'd better drain it and have the cooling system defect repaired."

Asked how Du Pont explains two rather contradictory statements: first, that Telar is a never-drain antifreeze and then that it should be drained if it turns yellow, Stephens counters:

"Actually, less than one percent of the cars using Telar are expected to experience this difficulty. The color-change warning has indicated contamination in only one out of more than 300 test cars—many of which are starting their sixth year with the



15-YEAR CLIMAX—The target of a "never-drain" antifreeze was propped up at Du Pont in 1945. After 5 years of tests, company claims a real "permanent."

original Telar in them. But a cooling system can develop trouble through no fault of the coolant, for instance, through a leaking head gasket. Now for the first time an antifreeze can be recommended for continuing use because our Color Check tells when serious trouble occurs. Occasionally it is necessary to add more Telar to keep the freeze protection at the desired level, to make up for mechanical losses and dilution from addition of water."

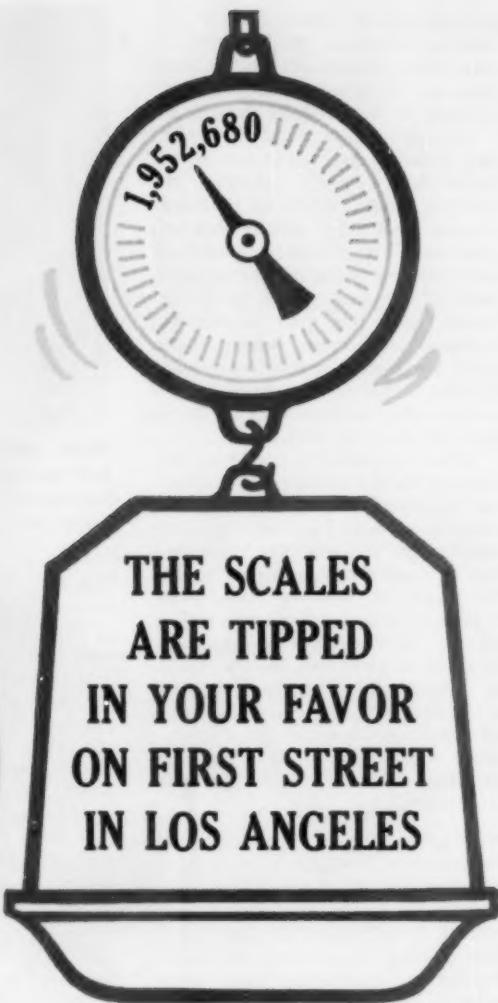
Obviously, Dow and Du Pont are attacking the problem of corrosion from two different standpoints. The basic differences between Dowgard and Telar are these:

Dow maintains that any—even the thinnest-coating markedly cuts down the heat transfer ability of an engine. Transfer of heat from the inside of an engine to the outside, Dow says, is the main purpose of the cooling system. Therefore, instead of coating the inside of an engine, Dow has eliminated the problem that demanded a coating: Dowgard contains deionized water, which means that the ions have been taken out, leaving a chemically pure water. Ions, Dow explains, are electrically charged atoms which serve to greatly accelerate corrosion.

Du Pont maintains that the powerful inhibitor in Telar more than takes care of the normal minerals found in tap water which tend to contaminate the cooling solution. Car owners, Du Pont claims, get longevity with Telar through the stronger inhibitor which allows them to use it up to a point where some serious cooling system failure contaminates it. According to Du Pont's experience with its test-car fleet, this rarely happens.

Du Pont also makes Zerex (permanent type) and Zerone (economy type) antifreezes, which have to be removed each spring. With all the advertising of Telar, a never-drain antifreeze, what's going to happen to them? Didn't Du Pont take a chance on putting them out of running?

"Not at all," says Stephens. "During all the years of our research and development of Telar, we had no doubts about continuing sales of Zerex and Zerone. We believe they will continue to sell just as much as they ever did—maybe more. For many years they have been highly promoted antifreezes and millions of car owners have become accustomed to buying them. In their respective fields, that is, 'permanent-type' antifreeze and economy methanol antifreeze,



Veteran media men watch where grocers put the bulk of their advertising. In Los Angeles, they watch The Times. That's where local grocers put 44.6% of their 1959 newspaper advertising (1,952,680 lines) . . . more than in the two runner-up papers *combined*.

Local grocers know where the customers are and how to reach them successfully. And general food product advertisers follow suit. In 1959, they specified The Times for more than 46% of their Los Angeles newspaper advertising.

Either way you look at it, the place to start selling food in Los Angeles is on First Street. That's the home of The Times.

First in the Nation's No. 2 Market

LOS ANGELES TIMES

NATIONALLY REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO

Sales Management May 20, 1960 89

there is nothing better. Even though Telar is a superior product, with its never-drain feature and Color Check, there are many car owners who will continue to buy regular antifreezes.

"Our philosophy is this: Over the past several years, antifreeze buying trends have clearly indicated the motoring public's desire for antifreeze products that offer greater convenience and longer-lasting protection. One indicator is the increasing popularity of ethylene glycol base antifreezes over the more economical methanol antifreezes which dominated the market a few years back. Another is the growing trend toward re-use—using the same fill of antifreeze for more than one season.

"Although antifreeze marketers, the National Bureau of Standards, American Society of Testing Materials and others have warned against re-use, the number of re-users has increased steadily each year. According to Du Pont's surveys, last year about 40% of all motorists were re-users. Unfortunately, it is an expensive practice for many motorists. Short of a chemical analysis, there has been no way to tell when the rust inhibitors in the antifreeze have been depleted to the extent where the solution becomes corrosive and damaging to the cooling system."

► He adds, "The strong desire for the convenience of a never-drain antifreeze on the part of such a large segment of car owners makes our new product, Telar, a natural. The indications are clear that the trend is toward long-lasting antifreezes and we're happy to have the first one. It's a real breakthrough."

"As to Telar's tending to shrink the sales potential, this probably should be given some consideration. However, longer-lasting products have been marketed every year in the automotive industry, yet sales curves have continued to go up as a result of an ever-growing market. Passenger car registrations are expected to increase from 56 million in 1960 to an estimated 69 million in 1965. This represents a substantial increase in sales potential for antifreezes."

"While there is considerable interest in our never-drain antifreeze, we don't expect the mass market to be converted overnight. Our Zerex and Zerone antifreezes have been popular for years and we will continue to promote them aggressively and back them with heavy advertising."

In addition to the fact that Zerex and Zerone are established products with a proved sales appeal, Stephens points out that a change in car owners' antifreeze buying habits indicates



TELAR INHIBITS RUST—Corrosion risk and summer heat made yearly draining necessary. Telar coating is said to protect for years—summer and winter.

that there is a bigger sales potential for servicing dealers. The most recent of Du Pont's continuing market surveys shows that servicing dealers had a bigger share of the antifreeze market last year than the year before. This gain was largely due to the new carry-out prices which made the servicing dealers competitive with non-servicing retail outlets. The trend, Stephens says, is back to servicing dealers.

In 1960 Du Pont looks forward to a bigger year for Zerex and Zerone. As car owners who are do-it-yourselfers continue to become more aware that they can now buy their antifreezes from servicing dealers at the carry-out price, the amount of this business will increase even more, Stephens believes. These, he says, are plus sales to the dealers' regular installation business.

► There are three types of antifreeze buyers, Stephens points out, those who buy on price; those who will continue to buy a product they have used successfully for years; those who want the best regardless of price. "With Du Pont's family of antifreezes—Telar, Zerex and Zerone," he says, "we can now satisfy the needs and pocketbooks of all car owners."

Telar will be sold only through servicing dealers: service station operators, car dealers, repair garages. Du Pont sells through distributors, and the company salesmen who have been selling Zerex and Zerone will also sell Telar.

The reason Telar will be sold only through servicing dealers is that proper servicing of cooling systems is important at the time of installation. The cooling system, Stephens explains, must be in good shape or the

car owner will not get the full benefit of Telar protection. The cash-and-carry outlets, he says, are unable to offer this service.

Supplies of Telar will be available by early summer. Dealers will sell it for \$5 a gallon, installed. Dowgard sells for \$2.25 a gallon, installed, but it is not a concentrate such as Telar is. Therefore it will cost \$10.20 to fill a conventional automobile cooling system with Dowgard. Du Pont maintains that protection to zero degrees with Telar for the average car (18-qt. cooling system) will cost \$7.50.

"We believe," says Stephens, "that there are two reasons why car owners will pay \$5 a gallon for Telar:

1. The never-drain feature makes it less expensive in the long run because it offers much more than the so-called 'permanent' antifreeze.

2. The record amount of well planned advertising behind Telar will make car owners aware of its many convenience features."

The multi-million-dollar advertising budget behind Telar is the largest Du Pont has ever appropriated for a consumer product, says W. W. Carty, advertising manager.

The advertising strategy is to get people to know about Telar and its convenience features, to buy it and use it. It will be timed for scheduling when motorists are aware that they need an antifreeze. Du Pont believes that awareness of a need is the first step to acceptance and purchase of a product—particularly a new product.

► To introduce Telar to the trade, 2-color, double- and triple-page advertisements started to run in April and will continue through September. It is the heaviest schedule for Du Pont antifreeze advertisements ever placed with business papers. The ads are being scheduled, through Batten, Barton, Durstine & Osborn, Inc., in Gasoline Retailer, Super Service Station, Service Station Management, Motor, Motor Age, Automotive News, Southern Automotive Journal, plus numerous local dealer association publications.

All consumer advertising has been planned to create a distinctive and positive Telar image—an image which is supported by the product itself. It will communicate all features that set Telar apart from and above competitors' products.

Television will get the biggest slice of the budget. The strategy is what Du Pont calls a "scatter plan": minute announcements over established network shows (ABC and NBC) which will begin early in the fall, reaching a peak in October and November and



HOW TO MAKE A BIG BIG-CITY IMPRESSION

Do what so many big, important impression-makers do to cultivate New Yorkers. Parade your product before the audience of TV GUIDE's New York Metropolitan Edition. You'll impress more than 1,400,000 families, one out of four TV homes in the entire area. This is by far the largest circulation of *any* magazine in America's greatest market.

And like Pillsbury, Hoffman Beverages, New York Telephone Co., you can have full color in the New York Metropolitan Edition. Order *any* issue. No regional-buy complications here! Or you can use two colors or black-and-white. All at America's most efficient magazine page cost per thousand.

It's a great way to influence the people!

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Minimum unit to cover the New York area	Circulation of minimum unit	4-color page cost
TV GUIDE New York Metropolitan Edition	1,402,450*	\$5950.00
Reader's Digest New York Metropolitan Edition	1,000,000	\$5480.00
Look Magazine Middle Atlantic Zone 2	1,258,000	\$9750.00
Post Select-A-Market New York, New Jersey	664,476	\$5538.00

*Publisher's estimate—1st quarter 1960

**Best-selling weekly
magazine in America...
circulation over 7,250,000**



extending into December. All commercials will be animated.

Newspapers will get the next biggest share of the advertising budget. Their audiences have been carefully researched and individual newspapers have been selected to cover, with high-frequency campaigns, all major antifreeze markets throughout the country.

Next comes radio, which will be used for saturation campaigns—one-minute commercials—in all key markets throughout the country.

► Always a heavy user of outdoor 24-sheet posters for its antifreezes, Du Pont will schedule them to tell the Telar story in 1,800 communities. They will be timed to attract motorists' attention when they are out driving during the fall and winter months.

The consumer magazine schedule at this time has not been completed, but in all probability, Carty says, advertisements in full color will be run in three mass-circulation magazines. They will be announcement-type ads, and will be scheduled to start running in the early fall.

Sales promotion is being geared for more profitable selling on the part of

servicing dealers. Since Telar will be sold through distributors, everything possible is being done to equip their salesmen with sales tools to convince dealers that it will be profitable to stock Telar to meet motorists' demands for it, demands which Du Pont maintains its powerful advertising push will generate.

Du Pont salesmen have full responsibility for seeing that distributor salesmen are equipped with everything they need to organize their sales pitch in advance of each call on a servicing dealer. They are now conducting distributor sales meetings to point out the Telar selling points. They are being told to keep in mind such facts as these:

Money talks. If for no other reason, the simple dollars and cents facts about Telar are reason enough for dealers to stock it in anticipation of increased volume and profitable sales.

Telar is the door-opener for sales of additional items. Most dealers stock a number of cooling system products which Telar will help them to sell. When a car owner decides to buy a long-life, premium-price product such as Telar, he naturally will want to do everything he can to make sure he

gets full value from his investment. This means he'll want a complete cooling system checkup, giving dealers the opportunity to sell hoses, clamps, fan belts, etc.

To help distributor salesmen explain how the Telar Color Check works and what it means as a sales builder, Du Pont has prepared a special Color Check demonstration folder. One of the two samples of Telar in this folder contains a small capsule of the same kind of acid which could be formed in a faulty cooling system. The salesman merely squeezes it and the acid will turn the solution's color to yellow while the other sample of Telar remains red—proving that it is completely safe. Distributor salesmen leave one of these demonstration folders with each of their dealers so that the latter can demonstrate for consumers the exclusive advantage of Telar Color Check.

"With our consistent trade and consumer advertising," says Stephens, "dovetailed with a powerful servicing dealer sales promotion program, we are confident that Telar will have a tremendous impact on the entire antifreeze market. We are expecting substantially increased sales." ♦ AE

The New, Improved CARD CASE



No. 977 Card Case
Illustrated — Black Genuine Morocco

Perfect as a gift to your customers and good prospects . . . because every man — and woman — can and will use it for credit cards, driver's license, other identification cards and photos . . . because the eight clear plastic wings will hold sixteen cards . . . because the pocket holds cards and booklets . . . because the price is so low for so fine an article.

PRICES

100	250	500	1,000 Up
\$1.15	1.10	1.05	1.00 Each

Available in black genuine morocco, tan genuine English pigskin or ginger genuine cowhide. Individually boxed.

Your ad — if desired — stamped in genuine gold at no extra charge.
For sample — send \$1.00 (no ads or names stamped on samples)

ADVERTISING CORPORATION OF AMERICA
Manufacturers Holyoke, Mass.

Culture, too,
flourishes in
the market
on the move!

TAMPA- ST. PETERSBURG

Although the Tampa Bay area is known as Florida's industrial hub, the esthetic side of life is by no means minimized in the "market on the move."

A typical example — the Tampa Philharmonic, established in 1936, which numbers among its guest artists the British pianist Moura Lympani, John Sebastian, and famed tenor Jan Pierce.

Dominating this important cultural and industrial center is the station on the move, WTWT — your most profitable buy in the entire Southeast!

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44.3% . . . Latest ARB
9:00 A.M. - Midnight

CHECK THE TOP 50 SHOWS!

ARB	NIELSEN
WTWT 34	WTWT 34
Station B 16	Station B 16
Station C 0	Station C 0

Station on the move

WTWT

TAMPA-ST. PETERSBURG



CHANNEL 13

THE WKY TELEVISION SYSTEM, INC.
WKY-TV/WKY-RADIO • Oklahoma City
Represented by The Katz Agency



Alfredo Antonini,
world famous
Resident Conductor of
Tampa Philharmonic
Orchestra;
Musical Director of
Columbia Broad-
casting System.

Highlights of an interview by Chilton with the

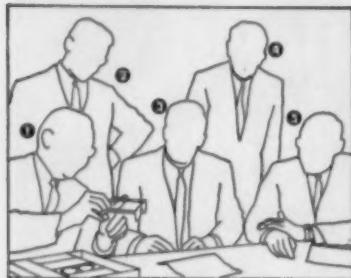
"...business papers are



The multitude of people, great and obscure, whose sight and appearance have benefited from the Shuron Optical Company, could not be counted. For this large Rochester, N.Y., firm has been in business nearly a century. Its history has been a rewarding one. Shuron is in the enviable position of being the world's largest organization devoted exclusively to the ophthalmic professions and the principal manufacturer of optical laboratory processing equipment. Many of the changes in style and construction that have taken place since around Civil War days were Shuron-originated. This company's sales organization operates through an efficient system of regional and territorial managers and representatives. Its marketing team includes Raymond H. Anderson, Gen. Sales Mgr.; Robert VanReypen, Product Mgr.; Egil Ruud, Field Sales Mgr.; Thomas Marion, Sales Promotion Mgr.; and Coleman H. Mallory, Adv. Mgr. Recently we had a pleasant interview with Shuron on the subject of business magazines. We present it in brief form on the opposite page.

Marketing Team of the Shuron Optical Company

"a major selling tool"



1 **Mr. VonReypon:** "Business magazines and trade journals are important media that we utilize for introducing and promoting our major product lines to the ophthalmic trade and professions. They provide a continuing opportunity to bring our name and our products to the attention of all segments of the growing optical world. We look upon such product advertising as a real means of gaining and holding product acceptance."

2 **Mr. Marion:** "There is no question about the value of the market-

ing assistance a business magazine can offer. We need to know more than we have in the past about our markets, and it gets to be expensive for each manufacturer to rely on his own resources to research them constantly. Manufacturers would have to pay good money for the kind of research that business magazines hand them."

3 **Mr. Anderson:** "There are many ways to sell, of course. Certainly advertising and sales promotion are two important functions, and business papers are a major selling tool. Style has meant so much to our industry—and business publications contribute heavily to acceptance of style in eyewear. Our styles can be presold to distributors through business publications. The very substantial portion of our annual expenditure that goes into business papers reflects their importance in selling Shuron products."

4 **Mr. Mallery:** "We always consider business magazines the backbone

of any advertising promotion campaign. A few years ago we included a 4-page insert on 'Eye Care' in business magazines and got 3000 replies. We use spreads in optical publications reaching a potential of 90,000 circulation. There are only 30,000 possible outlets in our industry, so we reach every outlet three times a month—get about two million impressions a year—theoretically. I don't know where else we could get the same results for what we spend as in business publications."

5 **Mr. Ruud:** "Our present market has undergone major changes from what it was 10 years ago. We need all the information we can possibly get to intelligently plan our approach in this dynamic market. Business magazines have been of help to us by providing information on industry trends and thinking that aid us in formulating our approach to product and sales planning. They are also important to us from a sales standpoint, in that we can reach our customer with sales points that help 'pre-sell' our entire line of ophthalmic materials."



Chilton, one of the most diversified publishers of business magazines in the country, amasses the experience and resources to make each of 17 publications outstanding. To help you get better results from your advertising, Chilton now makes available an intensified Marketing Assistance Program (M-A-P). Special skills and facilities in marketing research add a new dimension of strength to the editorial excellence and quality-controlled circulation of Chilton publications. A representative will be glad to confer with you. Write for a "Guide to Chilton's M-A-P." It gives full details.

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Give profits a lift with **THE CALL DIRECTOR** telephone!

The Call Director telephone is available in 18-button and 30-button models—in green, gray or beige.

Just look at the ways you can use the Call Director telephone to increase operating efficiency and profits...

- You can talk with others in your office, store or plant by merely pushing a button or dialing a number. If you get a busy signal, a special "camp-on" feature automatically connects you when the line is free.
- You can add another inside person to an outside call and have a three-way conversation. You save the time and bother involved in transferring calls back and forth.
- You can set up a telephone conference with as many as six people—at

the touch of a button. Several different conference groups can be arranged. No need to reserve meeting rooms. No lost time in corridors and elevators. You get down to business fast by phone, right at your desk.

- You can have as many as 29 outside, extension or intercom lines at your fingertips all the time. You get more done, because you don't have to leave your office so often.

Never before could a business phone serve you so effectively!

Learn how the new Call Director telephone with Bell System intercom can

be tailored to your firm's exact needs and improve its profit picture. Just call your Bell Telephone business office, and a Bell representative will bring you the whole story. No obligation.



This six-button telephone also offers a range of flexible intercom features.

BELL TELEPHONE SYSTEM



A Message For Tomorrow's Managers

In a society which places new demands on leadership, the social responsibility of management is increasingly significant. For young managers, especially, it is time to weigh personal integrity against some of the more cold blooded business "tools."

By LOUIS AMATO
Western Regional Sales Manager, Ditto, Inc.

Perhaps the most challenging position in management is the supervision of salesmen, who do most of their work away from the boss's guiding hand. And with just 25% of salesmen selling 75% of the goods, the challenge is obviously not being properly met.

In the few hours a day, or less, that the manager sees his salesmen, he must exert enough influence to carry through on the out-of-touch time. He must give his men lasting direction, motivation and inspiration.

Today, the management role per se is especially vulnerable. Not only must it justify its effectiveness, but also its very right to the leader position. In tune with the times, in which no area is out of the public spotlight, management must be thoroughly equipped to stand the scrutiny of society. Power over people carries with it social responsibility.

The rash of books and courses on management and leadership certainly point up the new attention to this subject. People are searching for some kind of philosophy to help them understand more about the reason for their work than the pure dollars-and-cents angle. Managers and employees alike want their jobs to be more than

an affair with a time-clock. They need new satisfactions to fill the emotional voids created by increasingly larger, and less personal, business operations.

Here's where the sales manager comes in. Unless he, himself, can find the way to emotional satisfaction in his job, he will surely fail in giving his men the proper leadership.

If we are honest, we must admit that many of the people selected for management positions are lacking in basic leadership qualities. The young sales manager, in order to live up to his responsibility, must have good judgment, maturity, and integrity—but of these requirements, only the lack of integrity is unforgivable.

► The dictionary describes integrity as moral soundness, honesty, freedom from corrupting influences or practices, strictness in the fulfillment of contracts.

Is the young manager morally sound? Is he free from corrupting influences or practices? Does he keep his promises and fulfill his obligations? Is he honest? What are his motives? Why did he want to become a manager? If in answer to these questions he secretly feels that he likes dominion over people . . . management pays him

more money . . . the job offers more prestige . . . or he can more easily hide until retirement—if this is what he feels, he had better pack up his wares and find new work. For nothing singles out a manager-failure faster than his disinterest in others, his unwillingness to develop strengths of his people, or his lack of high work performance. The sales manager who is not management-oriented with a sincere desire to contribute both to the growth of the organization and the individual, will soon be found out.

Under such a man communication fails completely—he can never exert influence that stays with men when they are out of his sight. With salesmen especially, lack of sincere, honest motives is sudden death. Supervision and direction, inspiration, motivation, enthusiasm and high work standards simply don't exist under such a "leader." And the salesman, knowing that he cannot respect his manager, looks for other employment.

► Secondly, the young manager must have a capacity for maturity. It is this quality that permits him to use authority without fear of being disliked—or becoming unpopular. The mature manager knows his own weaknesses

NEW GAME REMINDS SALESMEN TO SELL MORE, BETTER!



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• Here's an easy way to hammer home forgotten selling fundamentals again and again. It's the SalesDarter.* Every game a training session. Your salesmen, distributors, dealers, customers will love it! Give as gifts, or sell co-op. Ideal for meetings, hospitality suites, playrooms. Size: 17½" x 17½". Printed 3 colors. Individually packed with 3 darts. Order sample today!

*Trademark of Close & Patenaude

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- Please send sample SalesDarter, postpaid. I enclose check for \$4.49.
- Please send sample SalesDarter and bill me \$4.49 plus postage.
- Please send descriptive literature and quantity price list.

Name _____
Title _____
Company _____
Street _____
City _____ Zone _____ State _____

A Message for Tomorrow's Managers (continued)

and strengths and accepts himself with humility. He can therefore accept the weaknesses of others. He knows his own motives are honest and he is not uncomfortable in the position of leader. His willingness to serve others is demonstrated in his daily work; and his people are willing to grow under his influence.

Gandhi, the gentlest of men, was able, through his influence with his people, to make the great British Empire capitulate. The humble Jesus Christ has influenced men in all walks of life for twenty centuries.

Or the young manager could read about Albert Schweitzer, or Lincoln, but always he would find the secret of great leadership is a selfless service of others—this is the greatest maturity a person can attain.

Consider Joe, a personable young salesman, who started out on a selling career full of enthusiasm. He had a flair for selling and made fast progress. Suddenly Joe lost interest in his work. All it would take now is one small bid to get him over to a rival's outfit.

There are thousands of Joes, who start out well, but somehow lose interest along the way. For each Joe there is an immature manager who cannot express appreciation for work done well, who is unapproachable when people need help, who is subconsciously jealous of progress others make, who is not sensitive to the needs of others—who plainly can't lead.

The mature manager can allow people to be themselves—helps them to become their best selves. He can lose himself in the interest of others and doesn't need to recount the great feats he experienced during his selling days. He helps people neutralize their weaknesses by building up their strengths. The manager who is mature enough to have humility is truly blessed with strength. This man can be content quietly, meekly working his influence with people—remaining in the background, seeing his people grow.

► The young manager must have a set of personal values. He uses these values in making judgments and the people he supervises will come to know and respect them. It is in this area that the manager will find his greatest challenge.

Time after time he will be tempted to solve a problem with some hurried solution which, if he is honest with himself, is not in line with his funda-



LOUIS AMATO, western regional sales manager of Dito, Inc., has a 26-year record of attainment at his company behind his advice to young managers. Starting as office boy in 1934, he has run the entire sales gamut, from junior salesman on up to his present post. He was elected 1957 "Boss of the Year" by the National Secretaries Assn., Westport Chapter.

mental code of ethics. His problems are no different from those of any form of human endeavor. Nothing can be farther from the truth than, "Business is business." Business is just a part of life and the same rules of life apply. The young manager must face his deep feeling for others—his love for his fellow man, his deep-seated anxiety to be just in his treatment of other people and in his own self-fulfillment. If he lacks such feelings, or is unable to apply them to every aspect of managerial decision-making, he will soon be disregarded and distrusted.

The manager who can demonstrate that he respects the dignity of the individual, that his motive in managing is to find expression of his need to serve others—will be twice rewarded. His first reward will be personal satisfaction and happiness in his work. His second reward will be success in a management career.

It is good business for a company to select managers who are interested in others, simply because these people can lead more effectively. The company must communicate with all employees and a blockade caused by

Of course I'm sure.
I read it
in Newsweek

Your best prospects for the sale of *consumer goods* are, obviously, the people in the higher income groups. Newsweek reaches, per advertising dollar, more readers with incomes over \$10,000 than any other newsmagazine.

Your best prospects for the sale of *industrial products* are, just as obviously, America's decision-making executives. Newsweek reaches, per ad dollar, more readers who are management, professional and technical men than any other newsmagazine.

Whether you sell tennis rackets or trucks, gin or generators, lawnmowers or lathes, it makes sense to sell them in Newsweek.

The world-wide newsmagazine for communicative people

poor leaders divides the company from the body of its people.

Good leadership results in high spirit in the group. This creates high profits because people give more of their thought and effort to the welfare of the company.

► Along with the personal qualities that will enable him to lead, the young manager is furnished certain management aids by the company. In addition to authority, he has procedures and policies, techniques and facilities. Without the proper understanding of, and regard for, these things, he cannot operate.

Objectives of the company must always be a prime consideration. It is up to the manager to synthesize them with his personal objectives and values. He must create from this amalgam a code of behavior that results in satisfaction for both his company and himself. It is here that many managers are hopelessly confused—unable to fuse their own values with the objectives of the company into a business conduct. And if a man's personal values are not an integral part of his business ethics, he will fail as a leader.

The young manager should be

happy that policies and procedures are available to guide his action so he does not need to exercise complete judgment in all areas. He is responsible for his unit, including the people who comprise it. He cannot excuse himself by placing the blame for disregard of company policy and procedures on others. He must see that his unit, including himself, observes the company policy in its strictest interpretation.

This does not preclude his right to dispute the policies—constructively. (His questioning, however, must never be done in the presence of, or to the knowledge of, his subordinates.) A company could not long exist with a preponderance of managers who blindly followed policies they did not subscribe to. Indeed, in America today, progressive companies give managers every opportunity to criticize policies or procedures. The manager should feel that one of his main contributions is to criticize, constructively, and bring in fresh, new ideas.

The third grant from company to manager is authority. Herein lies a real danger, for he is confronted at once with three problems regarding authority:

1. He does not use his authority for fear that he will use it improperly.

2. He uses his authority as a bludgeon to whip people into line.

3. He subconsciously did not like authority when he was subjected to it and now dispenses with it entirely.

The only way the young manager can avoid improper use of authority is to establish high work standards for his unit. And he must conform to the high performance standard himself, in everything he does. In fact, it would be better if his performance is so high that others cannot attain it. He must discipline himself more firmly than he does others in his unit. In this way he sets the tone and the spirit of his group. He is then—and only then—within his leadership right to criticize poor performance.

Further, to keep from using his authority unwisely, he must always allow his decisions to stand in judgment of both his subordinates and his superiors. He cannot use his authority as a final decree that will affect the lives of others.

► His basic responsibility includes the right to cut out poor performance as in the Parable of the Fig Tree. First he must "dung the tree" with fertilization of his own patient counsel, training and supervision. If, after this process of constant attention and care, "the tree does not produce fruit," he must "cut it down." He owes this action to his unit, his company and to his own high work performance standards.

Many men become managers, and they can reach a safe plateau; but few men ever become leaders. There is a real difference between the manager and the leader. The things that make a good leader cannot be handed down by the company. He can never be given good judgment, maturity or integrity—or a set of personal values. These he must attain by himself. Without them he will, at best, reach a level of safe mediocrity—or he will fail. In the end he must satisfy not only the company and the people he manages, but, more importantly, himself. ♦

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A Perrygraf Slide-Chart is a tested, powerful tool for more efficient and profitable selling. These simple devices put essential facts about your product at the fingertips. Just turn a disc or pull a slide to tell a sales story, select the proper size and style, show how equipment operates, or solve an engineering problem. If you have a complicated or demonstrative sales story to tell, you need a Perrygraf Slide-Chart.

FREE—36 page, full color booklet showing how Perrygraf Slide-Charts can work for you. 122 case histories. Write for free copy.

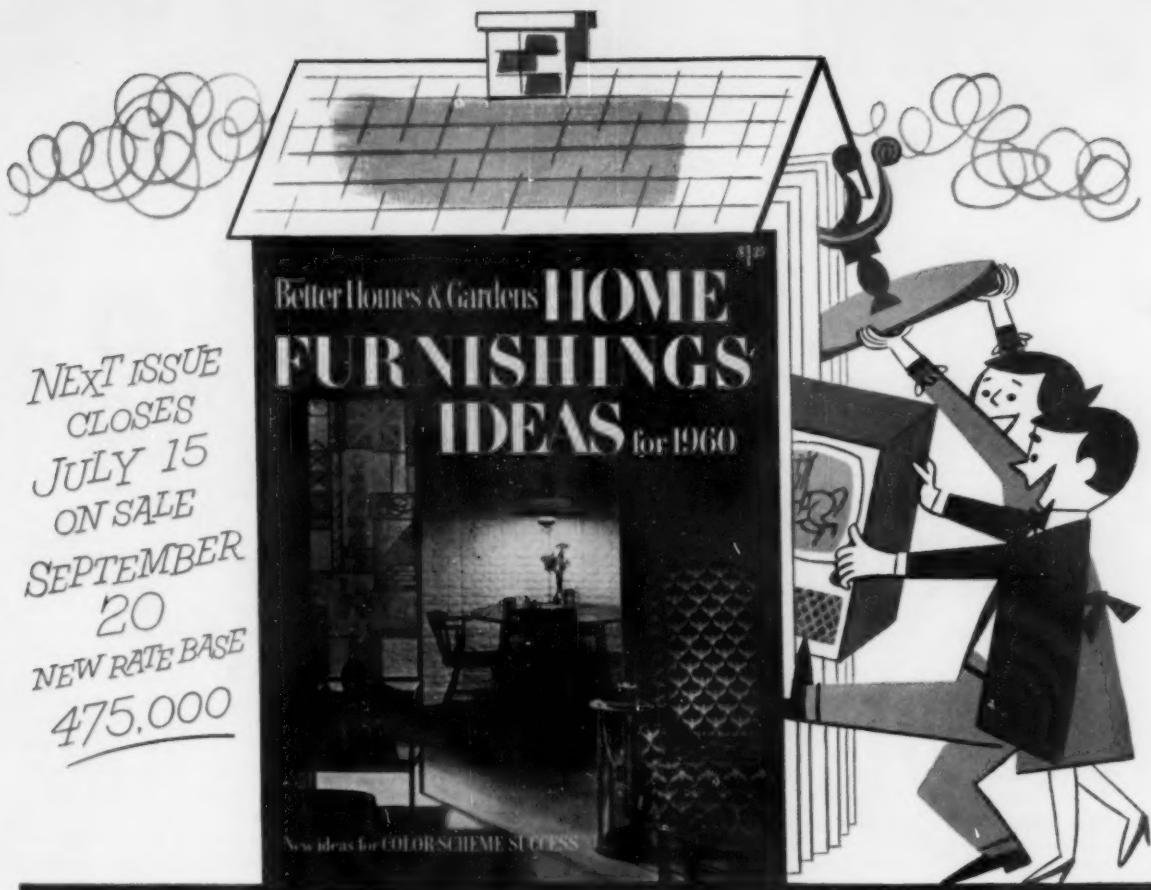


**PERRYGRAF
CORPORATION**

1500-C Madison Street, Maywood, Illinois 150-C South Barrington Avenue, Los Angeles 49, Calif. Sales Offices in Principal Cities



For further reading on this subject, reprints are available of articles which appeared in previous issues of SM called, "A Heart-to-Heart Talk With a New Sales Executive," 4/5/57, price: 15 cents; and "What it Takes to Be a Manager," 4/1/56, price: 50 cents. Write Readers' Service Bureau, Sales Management, 630 Third Ave., New York 17, N.Y.



Sales Improver to 475,000 families

More sales—that's what every advertiser wants, isn't it?

The 475,000 families who pay \$1.25 at newsstand or bookstore for Better Homes and Gardens' Home Furnishings Ideas Annual are spenders. In a recent study, over half of the reader families had purchased something shown or mentioned in the

issue. And—important to note—well over a third of the families had *purchased something similar*.

In this specialized Better Homes and Gardens climate of practical, how-to-do-it ideas, people are easily inspired to turn their future hopes and plans into present purchases. And where can you find a better Sales Improver than that?

5 MORE BH&G SALES IMPROVERS



Closes: June 15, 1960
On Sale: August 18, 1960
Rate Base: 165,000



Closes: August 15, 1960
On Sale: October 20, 1960
Rate Base: 600,000



Closes: October 14, 1960
On Sale: December 20, 1960
Rate Base: 225,000



Closes: November 15, 1960
On Sale: January 20, 1961
Rate Base: 185,000



Closes: December 15, 1960
On Sale: February 20, 1961
Rate Base: 135,000

MEREDITH OF DES MOINES . . . America's biggest publisher of ideas for today's living and tomorrow's plans



sell it with music

on RCA Custom premium records!

Want to drum up more business? RCA Custom premium records can't be beat for attracting new customers!

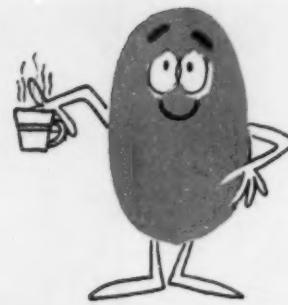
Records are just right for introducing new lines, opening new markets, or moving goods at point-of-sale. RCA selects the music from the comprehensive all-star RCA Victor catalogue, or does original recording...supplies art work and covers, drop-shipping and warehousing. The whole job!

With RCA records, you snare the exact group you're after, because the music is custom-fitted to the audiences you want to reach.

You can use singles or albums, stereo or monophonic. And for extra high-volume campaigns, choose paper records at pennies apiece. They give audible impact to any message you want to get across to customers, prospects or employees. Call or write now!

RCA CUSTOM RECORD SALES

155 East 24th Street - New York 10, N.Y. - MUrray Hill 9-7200
445 N. Lake Shore Drive - Chicago 11, Illinois - WHitehall 4-3215
1510 North Vine Street - Hollywood 28, Calif. - OLdfield 4-1660
800 17th Avenue South - Nashville 3, Tennessee - ALpine 5-6691



Folger Coffee Is the Whimsiest

It's all pretty crazy, man, and we're not sure we have the story straight, but the way it was given to us, those far out coffee roasting people on the West Coast, J. A. Folger & Co., have a new salesman. Only he isn't a man: he's a bean. A human bean. In fact, what they're really trying to tell us is, he's a human coffee bean. He has to be human as well as coffee and a bean because he is also the Folger people's new TV star. He has a darned lot of responsibility because they're also putting him in charge of showing grocers how to sell coffee like crazy. And he's in charge of Folger's doorbell program too, tipping off housewives how to be prepared for a pleasant, easy-to-take quiz that may win them a Laundromat or electric roaster or some such thing to raise their standard of living. (Just so long as they have a can of Folger's in the house when the doorbell rings.)

We may as well begin by telling you this character's name: it's J. Bolder Bean (which has something to do with a new Folger slogan about its Instant—"more coffee power in Instant Folger's because it's brewed from Bolder Beans"; and "more coffee power per pound because Folger's Ground is mountain grown" . . . and you'd better not groan over those whimsies because whimsey is exactly what the Folger folks are aiming at in this mad program with a lot of method behind it.) But let the inimitable J. Bolder Bean tell it himself in words that sound like one syllable even when he has to use longer ones. We'll quote from a 32-page booklet authored by this Bean man (or man-bean) and addressed to grocers—1,500 of them in eight far western states. It's printed in coffee-colored ink on coffee-cream paper and goes like this:

"I'm certainly extremely glad that Mr. Jim Folger and Mr. Pete Folger and the sales managers and the people

over at the advertising agency decided that I should be. What happened is this: They were looking for a way to get a little more fun into the advertising, and a little more charm and whimsey, and they figured a little more sell wouldn't be a bad idea either! So they went every whichway and came up with this idea to create a human bean. You know, a coffee bean that would talk and walk and really sell coffee like crazy."

We have at this point a full page cartoon drawing of a sort of coffee orgy which we guess is celebrating the coming to be of J. Bolder Bean. The following page of cartoon stuff plunks him right down in Hollywood in a TV studio.

Now comes Bean, grasping a mike: "What they did is this," he explains with beautiful frankness, "they got

some really expensive designers who decided what I would look like. They went to Hollywood and auditioned a whole slew of voices, some of them really famous. But the voice they liked best and finally picked is nobody you ever heard of, although it really is something. I mean, I sound the way a coffee bean should sound." (Now, can you guess how that would be? We can't; and we may never find out because we haven't won a TV set yet on the Folger doorbell quiz.)

But, Mr. Bean continues, "that's important [the sound of his voice] because I'm going to be on television so much that I have to sound right.

"I'm going to also be on a lot of Folger's coffee banners," he continues, giving us two pages of some pretty crazy ones the grocers are supposed to use at point-of-purchase for this crazy selling campaign, "and store



COFFEE ORGY—Full-page cartoon of this Hollywood-like celebration of the coming of J. Bolder Bean is one of the zany illustrations in Folger's booklet to grocers.

PLAN YOUR DIRECT MAIL

CAMPAIGN PROPERLY — SELECT THE RIGHT LIST!

Primary requisite for the effective use of Direct Mail is the completeness and accuracy of the mailing list.

Industry's buyers are never static. New names must be constantly added, deleted, changed, checked and rechecked.

Uniquely equipped to handle that important detail is McGraw-Hill's huge circulation department, which is specially staffed with a group of 90 experts, whose combined abilities keep our lists as complete and accurate as humanly possible.

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Write for our free catalog today!

McGraw-Hill Direct Mail Division
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HOW TO GET CONGRATULATIONS on your VISUAL PRESENTATIONS!

Watch your personal stock shoot skywards when you entrust the complexities of your company's visual presentations to NATIONAL STUDIOS! We can tell and sell your product story more dynamically, more efficiently, more economically because we're geared for precisely this service: it's our bread-and-butter business, not a sideline!

Let NATIONAL

- Prepare your Lecture Slides
- Prepare your Advertising Slides
- Prepare your Film Strips
- Prepare your Vugraphs
- Supply your Projectors

Send for Free Brochure

For Quality Workmanship...
For Unequalled Service...Since 1912



NATIONAL STUDIOS

44 W. 48 St. • N. Y. 36 • JU 2-1926



ON CAMERA—"This little book [the 32-page addressed to grocers] is not so much about me as it is about you . . . a talking bean will help you sell [coffee]."

signs and advertisements. But mostly I'll be on television. I'd like it if I were on the Folger stationery, too, but I don't think they've decided on that." (Real ambitious, obviously.)

Now, don't get the idea that this Bolder Bean is egotistical. "This little book," he now confides to his bosom pals-to-be, the grocers, "is not so much about me as it is about you because it's supposed to show you me and explain how a talking coffee bean will help you sell more coffee.

"Those," Mr. Bean concludes, aided by two more pages of pretty far out cartoons which should pep the grocers up as much as a pot of Folger's coffee (only they tell us coffee is relaxing, at least Mr. Folger is saying so now), "those are the main things I'm going to talk about on television and I figure with as much money as the Messrs. Folger are spending on television time, I should make my point pretty good." (Real folksy, if not always one syllable.)

► We now have in this coffee-saturated booklet of the eminent Bean, a whole page of legs and feet—salesmen's legs in trousers—some of them even on roller skates, and Bean remarking: "I'm very proud to be working with such a famous group of salesmen as you are, and I'll do my utmost to talk as many people into switching to Folger's coffee as I can. But I'm not going to be pushy or anything because that's not a good

way to sell"—real subtle, this Bean.

We now have three spreads of "what they call television storyboards." Bean tells the grocers. ("They're not exactly what the television commercials will be like but they give you a pretty good idea anyway.") The idea they give us is of something pretty crazy going on, like a piece of string talking (as well as Bean Himself), and the string getting looped up and turning into a coffee jar and a voice coming out of the jar and a lot of far out talk going on about these bolder beans and coffee power and this Instant Folger's Doorbell Man and his quizzes. Bean is real helpful; he even gives the grocers tips on how to read the story-boards, taking them right behind the scenes.

► Concluding, Mr. Bean brings up an important point. "There's going to be a lot more commercials than just the ones you saw and you can just imagine how exciting they'll be with music and sound effects and a talking coffee bean—which is me. But like I said, they'll be very soft sell because coffee is a very relaxing product and there's no reason to pound it into anyone's head." Cartoon on facing page shows, among sundry other props, a big hammer with a tag attached reading: "Not to be used on Folger's commercials." And if you ask us, that's a good-natured crack at another TV grocer program where one of the characters in the role of a salesman



Kodak premiums move merchandise . . . and build good will for Aldon

"Our retail salesmen set new sales records to earn a Kodak camera premium!"

Aldon Rug Mills, Inc. knows a "selling" premium and how to use it! It featured a Brownie Movie Camera in its fall retail-salesmen promotion. Offer was so successful, Aldon is repeating the promotion this year on an expanded basis!

Here's proof again that when sales are the object, it pays to choose a premium that's "most wanted"—a Kodak camera or outfit. Kodak products are pre-sold to the very people



you want to reach—by hard-hitting advertising in national magazines, leading newspapers, and on top-rated TV shows.

Whatever your particular promotion—sales incentives, consumer premiums, employee awards—you're sure to find the premium that sells most . . . gives you the most for your premium dollar . . . in Kodak's full line from \$4.25 to \$850. Mail coupon today.

"Kodak" and "Brownie" are trademarks
Prices are list and are subject to change without notice.

EASTMAN KODAK COMPANY, Rochester 4, N. Y.

SEE KODAK'S "THE ED SULLIVAN SHOW" AND "THE NELSON FAMILY"

MAIL COUPON TODAY

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N. Y.

222-5

Please send me more details on premium opportunities with Kodak cameras and outfits.

Name_____	Position_____
Company_____	Street_____
City_____	Zone_____ State_____

Kodak
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Small customers...



become BIG customers

without increasing your risk...

through American Express field warehouse receipts.

Under properly administered field warehousing, you can ship large quantities of goods to distributors . . . and still retain control of these goods. Your company maintains manufacturing and transportation schedules . . . eliminates storage or use of costly warehouse facilities. For your distributors: a ready supply of merchandise, with transportation savings and without undue credit strains.

American Express Field Warehousing is recognized for efficient administration; monthly IBM* commodity reports; legal liability and fidelity bond protection; controlled releases; frequent inspections; and more.

For additional information, contact your nearest American Express office, or mail the coupon today.

PLEASE SEND MY FREE COPY OF THE AMERICAN EXPRESS PLAN FOR SECURING THE DISTRIBUTION OF GOODS.

American Express Field Warehousing Corp.
Dept. F-7, 65 Broadway,
New York 6, N. Y. Offices Nationwide
A member of the 110-year-old American Express family

Name _____ Title _____

Firm _____

Address _____

City _____ Zone _____ State _____

*Registered Trademark of IBM Corporation

actually does pound a grocer over the head with a hammer to persuade him that the product in question is profitable to handle. (The grocers didn't see the joke in this little drama.)

The television program, Mr. Bean winds up by telling the grocers, is to be aired in 36 cities of eight western states and western Canada. "I'm sorry I can't say how many times I'll be on TV," he apologizes, "because the schedule will change constantly, but I can say this—I'll be on TV more than some of those western heroes. I guess I'll be pretty famous pretty soon."

► A sort of post script adds that Folger's is again going to sponsor the Giants' games and the Hemingway ABC network news program. "But I don't come much into the picture there," says Bean, "because those two things are on radio. But it's already arranged that Frank Hemingway, Russ Hodges and Lon Simmons will talk about the same things I do—More Coffee Power per Pound and like that. And Mr. Folger will be interviewed on the Giants' games again just like last year because people liked that so much."

A close-up of J. Bolder Bean looking bold but persuasive with a flower in one hand and all his properties and sales aids on the stage in back, brings his engaging communication to a close.

We hear that it has Folger salesmen steamed up like cups of coffee and sales beginning to percolate like crazy. What Folger's midwest advertising will look like we haven't learned yet (Mr. Bean didn't know) because that area comes under the Kansas City office and we judge that spring fever hasn't reached that far inland yet. ♦

Subscriber Service

Subscribers buy more than one million pages of reprints yearly, through Sales Management's Readers' Service Bureau. In addition, RS stands ready to help you research back issues of SM on any classification of subject matter we have published. Write: Sales Management, Readers' Service Bureau, 630 Third Ave., New York 17, N. Y.

Young Chicago
loves to buy...



...the Chicago
Sun-Times

Smart advertisers know it's the young families who buy the most.

Very smart advertisers know where to find them in high proportion.

Advertise in the Chicago Sun-Times—more than half
its readers are men and women 35 and under!

WORTH WRITING FOR . . .

A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.

The St. Paul Market

Fourteenth annual study of the buying habits and brand preferences of the 141,562 families in the St. Paul ABC City Zone, which provides advertisers and their advertising agencies with facts concerning consumer acceptance of their products in that market. It covers foods, soaps, drugs and toiletries, beverages, appliances, automotive products, and general products such as cameras, slide and movie projectors, smoking tobacco, cigars, girdles and brassieres, floor coverings, mattresses, ball-point pens, power lawn mowers, lawn seed and garden fertilizers, house paint, boats, etc. There are also data on family characteristics, vacations, airline travel, dwelling units, insurance. Write George McFadden, Manager of General Advertising, The St. Paul Dispatch-Pioneer Press, St. Paul, Minn.

Photography

A report based on a study conducted among members of the Good Housekeeping Consumer Panel. It covers family ownership of cameras; type of camera owned; last time respondent took pictures (occasion for taking pictures, member of family most interested in having pictures taken, where pictures were taken, type of pictures taken); types of pictures usually taken; other photographic equipment owned; purchasing information (brands of film, brands of flashbulbs, member of family who makes purchase, when films and flashbulbs were purchased); interest in receiving additional information; basic data. In addition, there are 21 pages

given over to respondents' comments. Write Lorna Opatow, Research Director, Good Housekeeping, Dept. SM, 57th St. at 8th Ave., New York 19, N.Y.



Detroit Means Business

According to this 1960 picture, Detroit's market is taking on new dimensions in all directions. It's a \$5-billion growth market, with a billion-and-a-half-dollar increase in retail sales over the past nine years. Detroit Standard Metropolitan Area (Macomb, Oakland and Wayne Counties) is America's fifth market in population (now 3.9 million, retail trading area, 4.2 million), buying income (average family income in 1958, \$7,200), retail sales (total retail sales per family, 12% higher than U.S. national average). Data cover in detail: population growth 1900-1959—ages, racial origins, housing, labor force, family income; retail sales per family; super market chains; shopping centers; major retail chains; new passenger car sales; retail sales patterns.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Test City U.S.A.: Data on Columbus, Ohio, which were used by Reader's Digest to get a cross-sectional view of that magazine's penetration of the nation as a whole. Dept. SM, The Columbus Dispatch and Columbus Citizen-Journal, Columbus, Ohio.

Two Hundred on Alfred: How he can show your salesmen how to sell more. He is the leading man in a series of six new sound filmstrips on salesmanship, which can put life into your sales meet-

ings. Dept. SM, Close and Patenaude, 1617 Pennsylvania Blvd., Philadelphia 3, Pa.

1961 Tuck-Up Calendar: A sample and information about how it can be used to help build up your corporate image. Dept. SM, Schneidereith & Sons, 206 S. Sharp St., Baltimore 1, Md.

Herman Holds a Sales Meeting: How you can put fun into your sales meetings with true-to-life sales situations. Dept. SM, Dartnell, 4664 Ravenswood Ave., Chicago 40, Ill.

Practical Specifications for Visual Aids: Detailed information about all types and sizes of slides, including color. Dept. SM, Admaster Prints, Inc., Admaster Bldg.,

Write Jake Albert, Dept. SM, The Detroit News, Detroit, Mich.

Visual Communication

Analyses of consumer response to visual stimuli: how it is measured in the laboratory, at point-of-purchase, in the home; how the effectiveness of advertising design and copy is evaluated in terms of its motivating potential; how the visual and psychological aspects of packaging are studied in selecting the most effective combination of design elements. Write A. F. Maxfield, Sales Manager, Dept. SM, Psychometrics Division, United States Testing Co., Inc., 1415 Park Ave., Hoboken, N.J.

Photography in Business

A manual of case histories, which reveals how 12 leading corporations are applying the photographic process as a business tool. Among the companies: Pittsburgh Plate Glass Co.; Ledle Laboratories Division, American Cyanamid Co.; General Electric Co.; B. F. Goodrich Co.; American Brake Shoe Co.; Lockheed Aircraft Service. Write Robert M. Dunn, Director of Marketing, Ansco, Binghamton, N.Y.

Rate and Data Guide

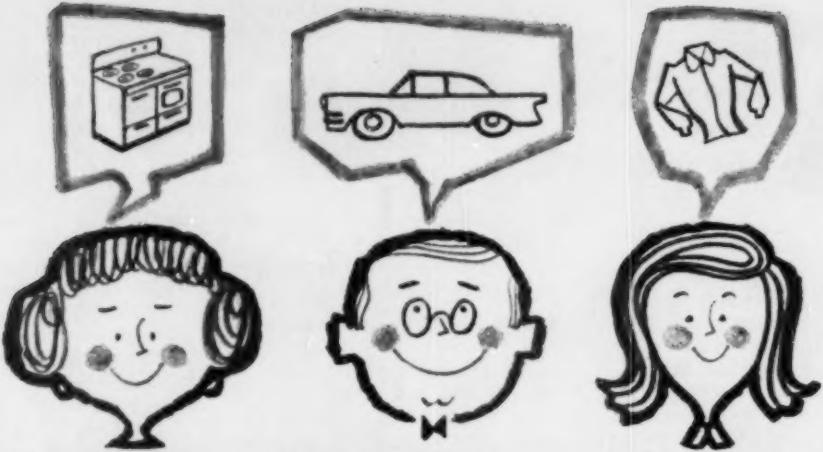
Thirty-fifth annual edition which lists rates, circulation, closing and issuance dates for general, farm, industrial, mail order and direct selling magazines. "Shopping Sections" of leading national magazines and metropolitan newspaper roto magazines are listed with editorial titles and cost of minimum space units. Daily and Sunday display rates of newspapers in cities of over 50,000 population are included. Classified ad information for all leading newspapers is tabulated by city and state, in addition to national and sectional groups. Write E. H. Brown, E. H. Brown Advertising Agency, Dept. SM, 20 N. Wacker Drive, Chicago 6, Ill.

1160 Sixth Ave., New York, N.Y.

Secured Credit: How it can provide larger stocks at point-of-purchase and mean more sales for your distributors. Dept. SM, Haslett Field Warehousing, 680 Beach St., San Francisco, Cal.

New York State Building Projects: A report of projects planned by architects and their engineers in a 12-month period ending Sept. 1, 1959. Dept. SM, Architectural Record, 119 W. 40th St., New York 18, N.Y.

Premiums for Sales Incentive: Information about how power tools can be human premiums your salesmen will like. Dept. SM 030, The Black & Decker Mfg. Co., Towson 4, Md.



HOW TO CREATE DESIRES



BY THE MILLIONS!

You're sure to create strong action-producing desires by the millions and tap the enormous buying power of the families of New York, Chicago and Philadelphia, when your convincing sales message is delivered by the 3 top markets' most popular weekly reading habit — FIRST 3 MARKETS GROUP magazines.

By thus concentrating a realistic part of your advertising effort on these 3 outstanding urban sales centers your ad will receive the power-

ful added stimulus of the finest Rotogravure or Colorgravure reproduction in the FIRST Sections of the FIRST Newspapers of the FIRST 3 Cities assuring maximum package and product EYEidentification. In New York, Chicago and Philadelphia — which account for 19% of Total U. S. Effective Buying Income and where family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out — *there is no substitute*

for FIRST 3 MARKETS' dominant 55% COVERAGE of all families.

In addition, busy cash registers in the six states adjacent to the 3 markets ring up 29¢ out of every U. S. Retail Sales \$1.00. FIRST 3 MARKETS GROUP concentrates the bulk of over 5½ million circulation within these six states to deliver 40% COVERAGE of the families.

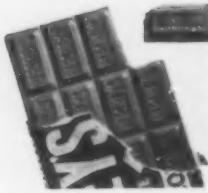
To make your advertising sell more where more is sold . . . it's FIRST 3 FIRST!

THE GROUP WITH THE SUNDAY PUNCH



New York Sunday News Coloroto Magazine
Chicago Sunday Tribune Magazine
Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N.Y., News Building, 220 East 42nd Street, Murray Hill 7-4884 • Chicago 11, Ill., Tribune Tower, Superior 7-0843 • SAN FRANCISCO 4, Calif., 155 Montgomery Street, Oakfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, Bunker 5-3557



How is Hershey Doing — Without Advertising?

(continued from page 35)

Spanish explorer Hernando Cortez learned about cacahuatl from the Aztec Indians. Emperor Montezuma himself may have been the first to serve a white man a beverage called chocolate, from the seeds of the cacao bean. Swedish botanist Linnaeus gave chocolate its official Greek name, *Theobroma Cacao*, or food of the gods. Europeans were brewing the beverage for centuries. Walter Baker's La Belle Chocolatière was serving it to American Revolutionists more than 100 years before Swiss-ancestor Hershey of Lancaster, Pa., went to Germany to learn chocolate-making, sold his caramel business for \$1 million, set out to chocolatize the U.S.

The cows of Amish, Mennonite,

Brethren and other Pennsylvania farmers came through with the milk. For sugar, Milton Hershey built a 60,000-acre empire in Cuba, a town named Hershey there, and a 75-mile railroad. (With Fidel Castro acting up, Gallagher and Hinkle assure stockholders that the chocolate company itself owns no properties in Cuba. Also, "In view of the world supply and producing capacity, we do not foresee any difficulty in procuring our sugar requirements.")

Answer No. 7: In his own way, Milton Hershey was both an advertiser and a vigorous propagandist.

His personal and prolific Boswell was a nephew, Joseph Richard Snavely, who also served for more than four decades as Hershey's printing superintendent. Snavely wrote (and set) "Meet Mr. Hershey," "Milton S. Hershey, Builder" and "The Hershey Story." But probably his crowning work is a profusely illustrated, 560-page book published in 1957: "An Intimate Story of M. S. Hershey."

The Founder saw to it early that Hershey, Pa., had a newspaper, *The Hershey Press*. He planned a magazine, *The Hershey Idea*, to be de-

voted not only to the "usual literary, economic, political, farming and general topics," but "to advocate the square deal in business alike for the rich and poor . . ." In 1920 he was strongly tempted to buy the old humor magazine, *Life*. But both of these plans died aborning.

Hershey was a showman. The factory's tenth birthday drew 100,000 people. To Hershey, Pa., he tried to attract the 1916 annual convention of the Associated Advertising Clubs. In October 1953, President Eisenhower was persuaded to celebrate his 63rd birthday at Hershey. Ike and Mamie box-lunched with the crowd in Hershey Stadium.

The chocolate company's first advertising material was a panoramic window display of "Hershey's Milk Chocolate—Made on the Farm." A contemporary chronicler reports that "In the blue sky above this bucolic scene were the words: 'The Home of Hershey's Cocoa and Milk Chocolate.'"

A direct mail contest among consumers in 1904 offered a \$100 prize for a name for the new chocolate town. The winner was Hershekoka. Mrs. Hershey did not like it. ("Imagine," said she, "signing in at a hotel as Mr. and Mrs. M. S. Hershey of Hershekoka, Pa.!") But her husband used it when traveling alone. It would have appeared big in shrubbery back of the factory, had not the gardener made a misprint. This enduring sign says simply, "Hershey Cocoa."

For 50 years two tall smokestacks have proclaimed, "Hershey." But later the Founder vetoed a plan to put a big electric sign on the factory: It would be "foolish . . . to tell people that they're in Hershey and that we make chocolate, which they already know."

► The Founder admired Walter Baker's La Belle Chocolatière. For a time he was tempted to counter in a trademark with a photograph of his wife (nee Catherine Sweeney, whom he married in St. Patrick's Cathedral while selling his Crystal A caramels in New York). But finally he settled for a naked child emerging from a cacao bean with a steaming cup of chocolate in one hand. On letterheads, on the doorknobs at headquarters, and otherwise, the child persists.

Hershey Chocolate was an early and fairly consistent user of promotional films. In the 1930's a 3-reel sound picture, "The Gift of Montezuma," was shown in schools around the country. (Among the record 206,000 people who went through the factory in 1959 were a lot of ACES. Hershey works with Americans for the Com-

From One-Man Show to 'Organization Men'



Milton S. Hershey



E. F. Aldous



Samuel F. Hinkle



John J. Gallagher

Milton Hershey, founder of the 65-year-old chocolate corporation, kept tight control until 1944 when he retired at 87. Old timers J. J. Gallagher and S. F. Hinkle have since become chairman of the board and president of Hershey Chocolate, respectively. E. F. Aldous, a relative newcomer, is general sales manager.



DID YOU KNOW that last night this fine newspaper soared into the hands of more readers than any other evening paper in the entire West? *It's a fact!* And, as you know, more readers just naturally mean *more results!* As a newspaper market, how good are

Herald-Express readers? Take a look below and then decide for yourself.

Los Angeles Evening
HERALD-EXPRESS
"Largest Evening Newspaper in Western America"

Represented Nationally by Moloney, Regan & Schmitt, Inc.

★ **LARGE!**

Yes. Largest in the West!
355,764* average Net Paid
Daily. Larger, by 52,047, than
the other evening paper.

★ **OPULENT!**

More than one-third of all
Herald-Express reader-families
are in the \$7000.00-and-over*
annual income category.

★ **EXCLUSIVE!**

Seventy-five* per cent
of Herald-Express readers
read no other Los Angeles
metropolitan newspaper!

SOURCES: ABC and Dan E. Clark & Associates

petitive Enterprise System in arranging educational tours for high school students.)

Milton Hershey's idea of "advertising" was to buy a \$10,000 bull and name it Chocolate Segis Pontiac Alcarta. The mere listing of Chocolate's pedigree took two pages in the local newspaper, guaranteed notice.

One of his few consistent campaigns, in a more established medium, was in the New York subways. Former transportation advertising magnate Barron Collier insisted that, if Hershey wanted to sell chocolate bars on subway newsstands, he would have to buy 3-sheet posters in subway stations for them.

But when a "smart-aleck solicitor" of a New York newspaper with one million circulation (probably the News) promised him "astounding results" from a full-page ad, Milton Hershey replied: "We print three to four million wrappers every day. Suppose you print a page ad for me each week in your publication, and I'll print an ad for you—every week—on my wrappers."

"That peddler," said he, "stopped coming back."

Answer No. 8: Hershey makes penetration a promotional force.

"There's not much mystery about our success," says John J. Gallagher. "All we do is make a good product, sell it at the lowest possible price, and do some promotional work with retailers and distributors."

But as one who first started to sell Hershey's wares in 1911, Chairman

Gallagher knows the power of its penetration.

Milton Hershey set out to get and hold the best possible distributors—and got 10,000 of them. The distributors in turn sold 600,000 retailers. Though in recent decades the supermarket trend has reduced the number of individual stores, vending machines probably have increased Hershey's total outlets to more than one million.

In fact, though Hersheyites do not reveal it, their penetration in the U.S. alone may be as broad and deep as Coca-Cola's "optimum availability" of 1.8 million outlets.

► At Hershey, Pa., work 3,750 of the chocolate company's 4,500 employees. The 750 others include, in Sales, 14 division managers, 73 district managers and an estimated 150 field salesmen and merchandisers. ("We don't want to tell competitors," says Gallagher, "how many salesmen we have.") Other employees are in 27 Hershey warehouses, spread across the map from Cambridge, Mass., to Los Angeles, and from Jacksonville, Fla., to Seattle. In the last decade the number of warehouses has doubled.

Hershey's penetration and solid salesmanship has made the going tough both for established and would-be competitors. Some of them sought to capitalize on the Hershey name. Six distant relatives of the Founder formed the Hershey Brothers Co. in nearby Harrisburg, but were forced out by a lawsuit.

And some lured the Founder's peo-

ple. When Prohibition interrupted the flow of Schlitz beer, Milwaukee's wealthy Uihlein family launched the Eline Chocolate Co. Among others, they got Hershey's sales manager, P. N. Kasson, to join them. But though the new Eline company spent the then-whopping figure of \$1 million a year for advertising, the enterprise did not get off the ground.

Fred Pugh was chosen Hershey's sales manager. His assistant sm was J. J. Gallagher, who first joined the company in 1911 and who had, the Founder said, "been doing an outstanding job selling great quantities in New York."

Gallagher was assistant sales manager from 1920 to 1947, when he became general sales manager. Even after being elected board chairman (succeeding Percy Alexander Staples), Gallagher did not relinquish the sales manager's title. Not until last January 1 did E. F. Aldous, formerly western sales manager, succeed to this post.

Answer No. 9: Hershey has concentrated on cacao.

The product line gradually lengthens. But until now the successful members of it have all sprung from the bean. Two new consumer products in 1959 were chocolate-covered, candy-coated almonds and glass-packaged, vitamin-fortified, chocolate-flavored syrup. Other late-comers are mint chocolate, Hershey-ets and Hershey's instant cocoa mix. Gallagher and Hinkle tell stockholders that "research and development is being aggressively followed."

In World War II Hershey developed the emergency chocolate ration bar for our armed forces. For medicinal purposes, it rescued theobromine from cacao shells. While making parts for antiaircraft guns in one part of the plant, it was still processing daily one million pounds of chocolate, 100,000 gallons of milk and other ingredients. And to meet the wartime shortages of fats, it introduced Victory Whip ice cream.

At Hershey, Pa.'s, hosteries, you wash with Hershey soap. Milton Hershey found that the formerly wasted cacao shells could be induced to yield not only cocoa butter but also a cleansing agent. The chocolate company makes quite a business out of the butter. But the soap (one of the few Hershey products ever intensively advertised) is in another branch of the empire.

One diversionary effort was Easy Chew chewing gum, featuring six sticks to the package. . . . And a much different picture might have emerged if, in 1929, the Founder had not turned down a proposed merger



WE Custom DESIGN WITH You IN MIND...

- Drive up your sales increase
- with a . . .

"LAND CRUISER"

(TRADE MARK)



For that important business trip enjoy the luxury, the safety and convenience of a custom-built "Land Cruiser" modification. YOUR needs become OUR business when it's personalized land travel! Complete self-contained living accommodations (or product display) built to your requirements in various motor coach specifications beginning at \$14,800.



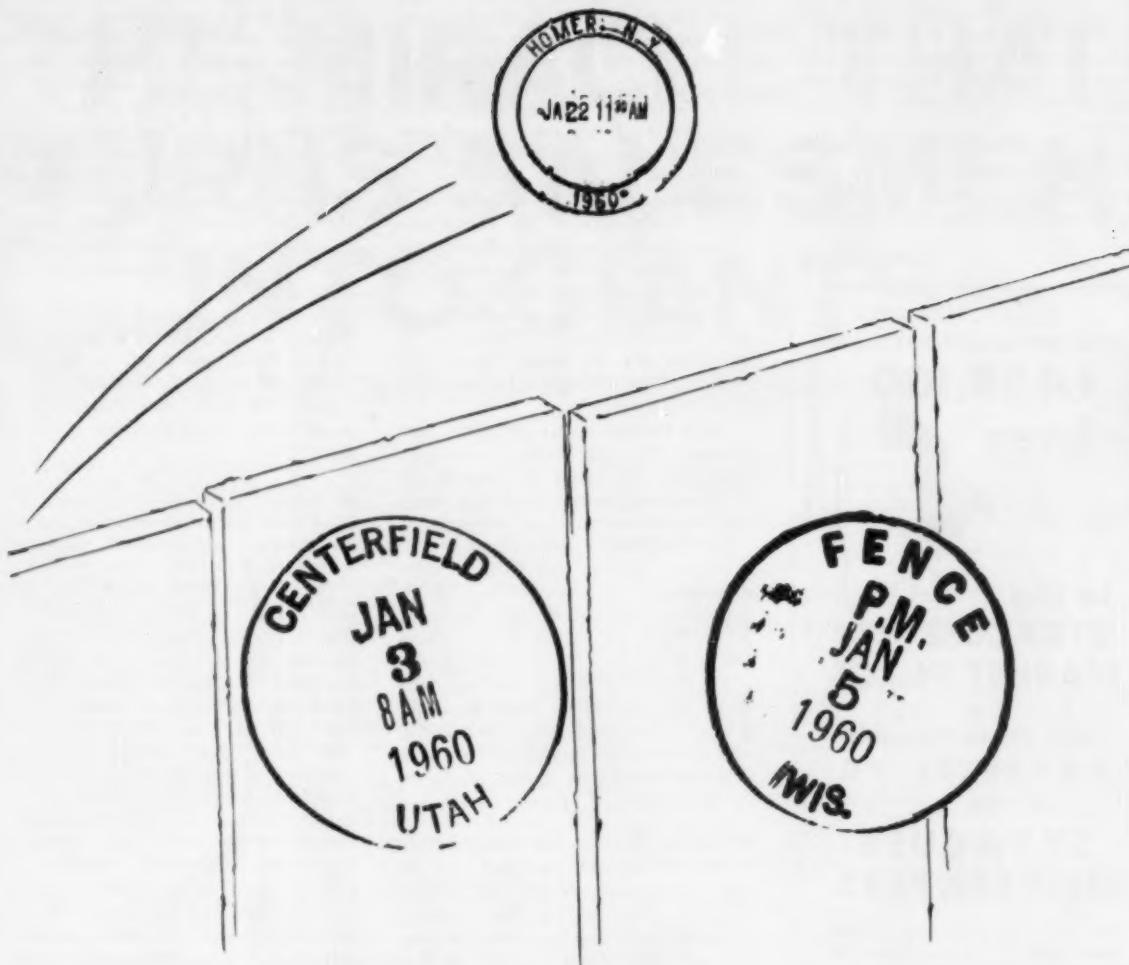
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Brochure CD-40

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"Designers & Builders of Motor Coach Modifications"

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Grit advertising reaches the "bush leagues" to give you balanced national coverage

In major-league cities, the metropolitan-minded mass magazines give you solid coverage. But in 16,000 small towns coast to coast it's a different story. Here the mass magazines thin out . . . and Grit fills in to provide *balanced national coverage*. Keep Grit on your schedule this season. In terms of total marketing success, you can't get to first base without it.



Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro,
Meeker & Scott, Inc. in New York, Chicago, Detroit, Philadelphia;
and by Doyle & Hawley, Inc., in Los Angeles and San Francisco

with Colgate, Palmolive and Kraft.

Answer No. 10: Hershey is getting geared for the future.

When OPA price controls were removed after World War II, cacao beans shot up from 8 to 70 cents a pound. Hershey now pays around 27 cents for them. (But President Hinkle admits, "We're still worried about our sources.")

Tomorrow's market penetration, however, should not rest on cacao caprices—nor on policies that paid off three or four decades ago. Gradually,

Hershey Chocolate Corp. emerges from the shadow of the Founder. It has, in fact, become a multi-man show.

Milton Hershey finally retired in 1944 (at the age of 87), and turned over the reins to P. A. Staples, who had run the Cuban-sugar province of the empire. On the Founder's death, the next year, Staples wrote a "table of organization," outlining each key individual's functions. An 11-man board of managers coordinated all the enterprises.

Hershey Chocolate still has only eight directors—four of whom are among the five corporate officers. (Another director is Hinkle's assistant, and one is with Hershey Trust Co.)

Hersheyites call their sales operation "conservative." ("Turnover of salesmen is very small," says Gallagher. "Our average man has been with us 25 years.")

Sales controls today are more centralized. Though division managers hire, train and guide the men in the field, each salesman now reports, every day, direct to the home office.

Under General Sales Manager Al-dous are eastern and western sales managers L. H. Harkness and M. A. Cameron, and Marketing Manager J. L. Stahl, Jr. (There is no advertising director.)

Hershey held its one and only national sales meeting back in 1921. But division people meet frequently, and field men are brought to the home office informally in groups of 10 or 12 at a time.

► Size of the force has changed little in the last decade. The men now do more work with fewer, but larger, retailers. They are in four groups: (1) retail men, who keep in close contact with big stores, helping on displays, etc.; (2) "combination" men serving both retailers and distributors, and (3) and (4) district and division managers who cover still-bigger customers in wider areas. Gallagher emphasizes that "We never think competitively—but we do sell Hershey to the hilt."

Salesmen work on straight salary but receive insurance, pensions and other benefits. A major "benefit," for many of them, is "tenure."

Though the Pennsylvania Dutch in and around the town are an independent and somewhat insulated breed (who still call visitors from Ohio and Virginia "foreigners"), the chocolate company learns increasingly from the experience of others.

Chairman Gallagher has been a loyal Sales Management reader for 25 years. "Other people around here read it, too," he says. "We get ideas from it. . . . But I think I carry

too much stuff on big companies." We did not get into a definition of "bigness."

Hershey Chocolate is a member of Grocery Manufacturers of America and of retail associations in such fields as grocery, drug and tobacco. Prior to their annual shindigs, Hershey will remind the retailers of its wares, with a page ad in their publications. (One hundred percent of the company's output is in its own brands.)

"We also do display work and some cooperative advertising with retailers," Gallagher points out. "We're careful to offer co-op to all retailers. . . . But this part of our advertising is not expanding."

Not long ago word got out that Batten, Barton, Durstine & Osborn had, in effect, converged on Hershey. Gallagher admits that "BBDO made a presentation . . . but they asked to come." No agency selection is yet in sight.

► Hershey's heads have long said, "Our trade doesn't demand large-scale advertising. Our products do nicely without it."

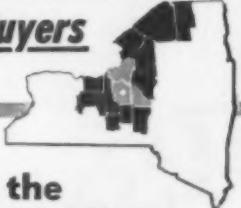
"But," Gallagher adds, "we also have our eye on the consumer—all the time." Though some latter-day consumers may not realize it, the old company continues to take particular pains to give them quality and value. While competitors may have "stretched" their products with less chocolate and more sugar, and more chemicals, Hershey's formulas do not change. Prices, too, are the same—though weight varies with costs of ingredients. Currently, Hershey is adding weight to candy bars, again.

Milton Hershey did not live to see the postwar era. And these startling sixties are something else again. Though there is not yet a "new" Hershey, every year sees a bit less of the old. Younger men are moving up.

For a half-century, the Founder's multifarious family persisted on the board and elsewhere in the empire. But Gallagher and Hinkle emphasize that "Today, any able person can rise in the company."

Veteran Hershey salesman Gallagher urged: "Please make it clear that we have no quarrel with advertising." Privately, he thinks "The time will come when Hershey becomes an advertiser." It would go in for product advertising, and probably would first use it to get new products accepted faster across the board.

But, even privately, Gallagher prefers not to talk about the possibilities of "corporate image" advertising. He calls "image" a "bad word." And in Hershey's case it may just be syruping the lily, anyhow. ♦

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Circulation, influence,
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The SYRACUSE NEWSPAPERS

The Herald-Journal (evening)

The Post-Standard (morning)
and the Post-Standard and
Herald-American (Sunday)

CIRCULATION: Combined Daily 229,181
Sunday Herald-American 202,737
Sunday Post-Standard 103,496

Coming in 3 weeks!... for the few thousand salesmen who seriously want \$50,000 a year

THE MIRACLE THAT TURNS SALESMEN INTO GIANTS

the great new approach that multiplies a man's selling power and income by ten

IN three weeks Prentice-Hall will release an explosive new Guide that will stagger the imagination of every salesman who really wants big money—an exciting revelation of how he can turn himself into a selling giant.

Let's make it clear at once—this Sales Guide is not for men of modest ambition. It shows—not how to make a few thousand more a year—but how to multiply your earnings by ten—actually, mathematically, by ten.

Here is a miracle with its feet on the ground—solid as a rock—founded upon unassailable logic and fact.

The new MIRACLE SALES GUIDE is built squarely on this demonstrated truth—

90% of all the work salesmen put in is virtually worthless—only 10% of what they do earns money for them—nine-tenths of all their efforts are lost motion—utterly wasted.

The way to high-caliber success is this: concentrate all your efforts on the narrow 10% of selling activity that matters—avoid the dead 90%. This multiplies income tenfold. (It's not theory—it's mathematics—and proved a thousand times over.)

One of America's top sales geniuses—the man who built this Guide—saw this truth blaze up all through the selling world. The 4,000 men he analyzed were successes or failures to the extent that they put their energies into the 10% that pays off, steered clear of the useless 90%.

Hundreds of men were trained in the "miracle 10%" approach. Their success was breath-taking. As soon as these men discovered how to "go all out" on the 10% of selling activity that counts, they soared to success. Men who had been mediocrities moved rapidly up to \$40,000, \$50,000 a year—and more.



- Over 300 pages of sales dynamite.
- Nine separate sections with tab cards for easy reference.
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The new Prentice-Hall Miracle Sales Guide is causing a sensation equaled by few other business publications of our time. Its value to an ambitious man can hardly be overestimated. Send for a free copy, and let the Guide demonstrate in your own life how this great new approach brings ten times the success you can get with traditional selling methods. Use the handy coupon to send for it today.

And here is what makes this Miracle Sales Guide worth a fortune to you—it singles out from all selling activities the 10% that matters—it tells where to concentrate your efforts to work this miracle in your own career.

The Guide shows you how to handle the following big things that matter—

Make Them Listen

To move up fast in selling, here's how you can immediately limit yourself to the only 5 appeals the prospect gives a hoot about—and drop at once all other selling talk.

Get Rid of Little Buyers

How to stop wasting time and effort on customers who "buy small" and will always buy small. Special formula tells how much a customer must be worth per call if you want \$20,000—\$40,000—or \$60,000 a year.

Ideas That Create Sales

How to plan your interviews around powerful creative ideas—the most fruitful and least used technique in selling today.

Magic Key to Lick Objections

How to avoid "answering objections" and make the sale without the prospect realizing how his objections were overcome. You use another door that his objection opens to you.

How to Pick Live Prospects

How to apply a new, almost fool-proof, 3-point test that cuts out the deadheads from those with real buying potential.

Dynamite Presentations

Why three-quarters of most sales presentations are duds, a shameful waste of time. The Guide tells how to make every word count—make it lean and hard, moving, to the point—the presentation of the \$50,000 man that's studded with strong supporting facts and so effectively dramatized it carries everything before it.

How to Dominate

5 moves that put you immediately in charge and keep you there in any sales situation... techniques that spell the real difference between the \$5000 and the \$50,000 man.

Extra Closing Power

How to stop the biggest waste of all: bringing the sale up to the close and then not closing it. The Guide gives you the closing techniques \$50,000 salesmen use—powerful techniques that are virtually infallible.

Secret of Concert Pitch

How to look the part, feel the part, act the part of a man on his toes, and stay there day after day. Here's a simple technique that immediately gets you buoyant—hopeful—selling at full power.

The above 9 points are the 10% of selling activity that really counts. Nothing else matters. Concentrate on these and the sky is the limit. There will be no holding you. You will be putting your strength where the "selling giants" put theirs... where it counts most and actually makes sales.

PRENTICE-HALL, INC. Dept. A-MSG-SM
Englewood Cliffs, N. J.

Please send me the "Miracle Sales Guide" that shows how a salesman may multiply his income tenfold, and enclose your bill for \$15 which I understand is not payable till the usual 15 days after delivery.

Name

Address

City..... Zone..... State.....

(Please Print)



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Never been sick a day in his life. But he knows it can happen to him—so he gets a health check-up every year—just in case. He also supports the American Cancer Society's Crusade. Send your contribution to "Cancer," in care of your local post office.

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EXECUTIVE SHIFTS IN THE SALES WORLD

Aluminum Limited Sales, Inc., New York—Robert E. Young promoted to vice president and sales manager. He joined the company in 1946 and has been U.S. sales manager for the past three years.

Bastian-Morley Co., La Porte, Ind.—John V. Youngblood appointed vice president, marketing. He was formerly sales manager of the subsidiary H. C. Little Burner Co.

Brown-Forman Distillers Corp., Louisville, Ky.—Roger M. Coleman named vice president and director of eastern sales. Henry L. Miller and William Faversham, Jr., named to the same posts for western and Monopoly Area sales. Peyton Hoge promoted to vice president and advertising director.

Buck Equipment Corp., Cincinnati—A. C. Grant appointed general sales manager.

Bulova Watch Co., New York—R. Harvey Whidden elected to the new post of executive vice president for marketing. He has been with Bulova since 1956, after serving as sales vice president for Sheaffer Pen Co.

Chunky Chocolate Corp., New York—Al Hasenberg, assistant sales manager, promoted to sales manager. Prior to 1955 he was with Drake America.

Claирol, Inc., New York—Edward B. Denton appointed national retail sales manager. Formerly he was national sales manager of Lanolin Plus.

Hancock Industries, Inc., Jackson, Mich.—Russel H. Meyer named sales manager of the Telecontrol Division. For the past 11 years he was with the Tractor and Automotive divisions of Ford Motor Co.

Minnesota Mining and Mfg. Co., St. Paul, Minn.—Roy R. Bruckman appointed sales manager for Microfilm Products, Duplicating Products Div.

Jacob Ruppert Brewery, New York—James P. Whalen, formerly Metro Off-Premise sales manager, advanced to retail sales manager. He joined Ruppert in 1958.

Stanley Chemical Co., East Berlin, Conn.—William G. West appointed sales manager of the subsidiary of The Stanley Works. He had been general sales manager of Borden Chemical Co.

Sunbeam Corp., Chicago—L. W. Prestin named vice president and marketing director. For the last four years he has been president of Sunbeam Corp. (Canada) Ltd.

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W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager;	
Thomas S. Turner, Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., STATE 2-1266; Office Mgr., Margaret Schulte.	

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODLAND 2-3612, Pacific Coast Manager: Northern California, Washington and Oregon, M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUNKirk 8-6178; or 681 Market St., San Francisco 5, Cal., EXbrook 2-3365.	
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-SM- CALL REPORT



Explanation

You think you've got troubles? We're indebted to Robert R. Poggi, product director of Chicopee Mills, Inc., who sent us the following letter from a Chicopee divisional sales manager who'd been on the carpet because his men hadn't been sending in daily call reports. Here's his explanation:

"Although the men know they should send in daily call reports, regardless of the situation, if you are missing any for this particular week for the following men, here are the reasons:

"Jack B. suffered whiplash injuries to his neck muscles in an auto accident. . . .

"Bob M., while on an Escalator, had a 250-lb., 6-ft. man fall on him. He had X rays; no broken bones but he is a little crushed and the doctor has him under sedation during which he cannot drive. . . .

"Norm B. had an uncle pass away and had to leave town for a few days to act as pall-bearer. . . .

"George C. was in and out of the hospital for removal of a cyst behind his ear. . . .

"Tom R.'s wife had a rough time with the recent birth of their baby. He is conducting his business as best he can, by phone, from home and I'm sure he may forget a call report or two.

"That's all for today."

Snuff Said

Last year more than 6 million Americans consumed 36 million pounds of snuff. That's what we said: snuff. We tell you this because even snuff makers are having to keep up with the times. One of them has just introduced a wintergreen-flavored snuff packaged in wafer form. Snuff goes way back: Princes of the Church were such imbibers that it became known as The Holy Herbe, and Urban VIII, in 1625, was forced to issue an edict designed to curb its use during divine worship. Today all sorts of people "dip." (Sniffing snuff went out with Regency England.) Snuff Information Center tells us that to use the dry type, one pours a small quantity of the powder into the lid of the container; the snuff is then transferred into the crevice between the lower lip and gum. A spoon or dipstick is also used. (Natives of North Carolina's Outer Banks prefer to mix their snuff with flour—makes it go further.) You can buy snuff—more than 70 brands are still made—through normal tobacco retail outlets, in a wide variety of containers. Among them: pocket cans, fiber cans and boxes, tumblers and mason jars, in sizes from one-half ounce to five pounds. Average weekly consumption of a snuffer is between two and three ounces. The five leading snuff producers are United States Tobacco Co., American Snuff Co., George W. Helme Co., Brown & Williamson Tobacco Corp. and the Byfield Snuff Co.

Repeat Performance

No one, if you exclude our representative, at the recent Florida gathering of the American Assn. of Advertising Agencies read a double meaning into the election of Harry Harding as chairman and Edwin Cox as vice-chairman. Get it? Harding and Cox. Or don't you remember your political campaigns?

Communications Department

At CBS, Hugh Graham has been appointed director of **Live Operations**, CBS Television Network. Which prompted one of our editorial wags to suggest that CBS now falls into two major divisions—the Quick and the Dead. . . .

Radio Advertising Bureau has been doing some figuring and announces that if you're a radio salesman earning \$10,000 a year, that mid-morning coffee break, snatched from your selling day, is costing you exactly \$2.54. Plus the cost of the coffee. . . .

NBC, proudly signaling the 15th anniversary of its "Queen for a Day" program, says that during these past 15 years, 3,900 women have been crowned Queen; 390,000 candidates have been interviewed. The show has given away more than \$17 million in gifts, and Queens have traveled the equivalent of 340 times around the world.



Goodbye to 2 o'Clock Shadow . . .

Don't be alarmed if the guy next to you on the 8:02 whips out an electric razor, without a cord and starts buzzing away. He's an owner of the newest status symbol—Remington's Lek-tronic shaver. Says Remington: "It's ideal for the business executive who occasionally needs those quick touch-ups." Lek-tronic is a cordless, battery-driven shaver with two nickel cadmium batteries which supply enough energy for three weeks of shaving. Shaver is easily recharged by placing it on a rechargeable stand that plugs into AC line from 90 to 250 volts.

A Checklist on Regional Marketing for Sales Executives

The big new development in national magazine advertising during the past few years has been the growth of regional editions. Five years ago, only a handful of national magazines offered advertisers any sort of regional or split-circulation opportunities. Today, nearly 150 magazines are selling regional space.

A basic reason for the tremendous growth of regional editions is the fact that regional advertising enables marketers to give national magazine backing and national magazine prestige to campaigns that can't yet afford a national magazine budget. Some of the other reasons are listed to the right.

If any of these ways to use regional editions seems to fit your marketing plans, may we suggest that you call or write William A. Marr, Regional Advertising Manager, SPORTS ILLUSTRATED, Time & Life Bldg., Rockefeller Center, New York 20-JUdson 6-1212, and arrange to see our 15-minute presentation entitled, "16 Ways to Use Regional Advertising"—with appropriate illustrations from the Regional Editions of SPORTS ILLUSTRATED.

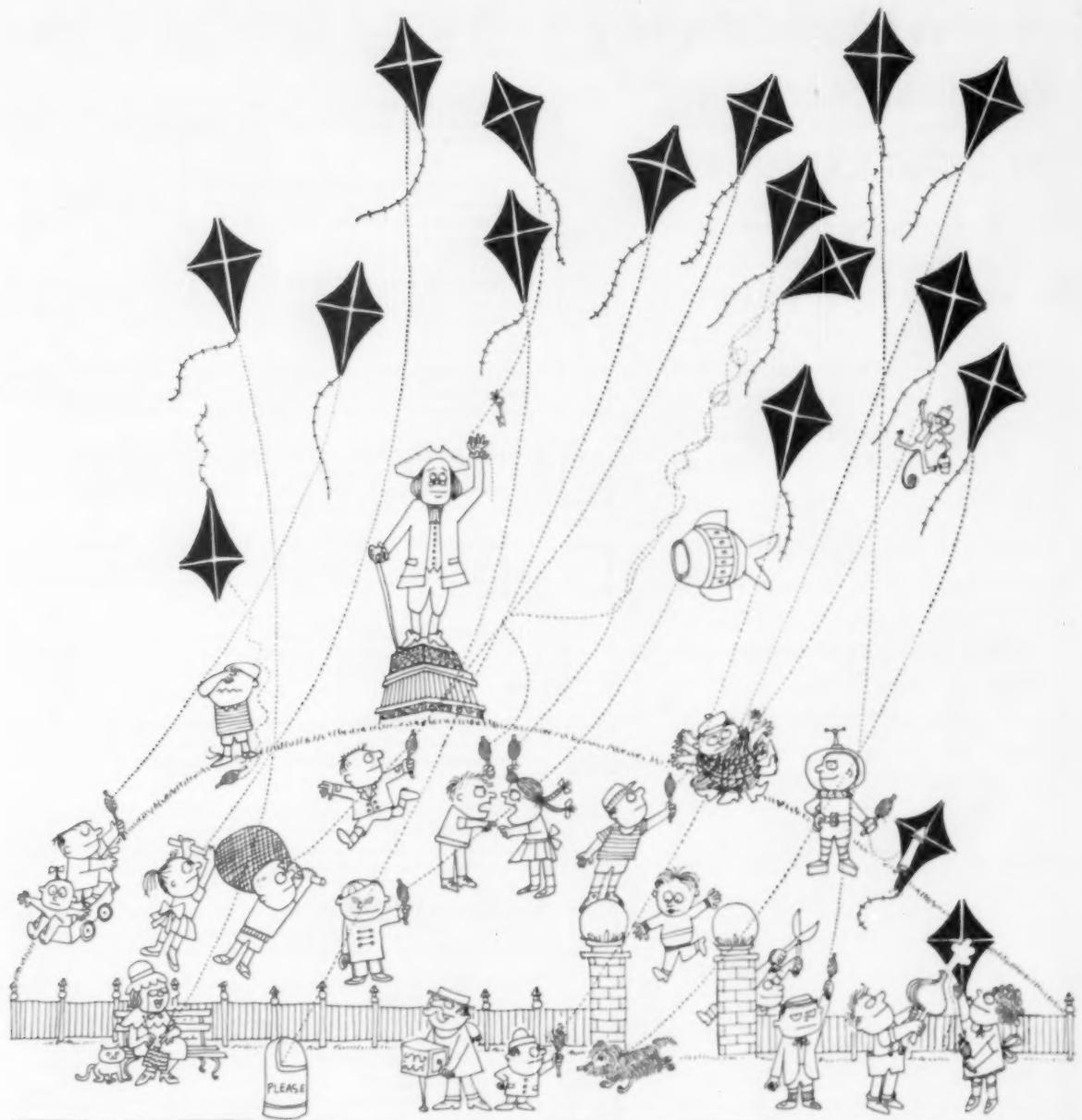


SPORTS ILLUSTRATED

VERTISING IN 1959 THAN ANY OTHER MAGAZINE EXCEPT TV GUIDE*

- 1—**COPY TESTING** Regional editions enable advertisers to carry out well-controlled, low-budget copy and art testing programs without the complications of split-run balancing and "marriages".
- 2—**SPECIAL PROMOTIONS** Regional editions permit the use of a national magazine to help stage promotions geared to particular regional interests or events.
- 3—**REGIONALLY DISTRIBUTED PRODUCTS** Marketers whose products are distributed only in certain areas can maintain high quality advertising campaigns by running in the regional editions of selective national magazines.
- 4—**REGIONAL PRODUCT PREFERENCES** National distributors can take advantage of regional editions in adapting their marketing programs to products that sell better in some regions than in others.
- 5—**INTRODUCING NEW PRODUCTS** Regional editions, by offering advertisers low-budget national magazine coverage of the nation's key test marketing areas are ideally suited for new-product campaigns.
- 6—**SUPPLEMENTING NATIONAL CAMPAIGNS—1** Many advertisers have increased sales substantially by adding frequency and impact to their national campaigns with supplementary insertions in the regional editions which cover their best market areas.
- 7—**SUPPLEMENTING NATIONAL CAMPAIGNS—2** Regional editions also serve an important function in helping advertisers add impetus to their promotion efforts in new market areas or in regions where their sales are generally low.
- 8—**SEASONAL SELLING** Marketers of "warm weather" products and services, for example, can achieve new continuity in their advertising by using the national edition in the summer, one or more regionals in the winter.
- 9—**RETAIL ADVERTISING** Thanks to regional editions, large and small retailers—previously limited to available local media—can now reach their best customers through the same medium used by the biggest national advertisers.
- 10—**SPECIAL REGIONAL EVENTS** Regional editions have proved exceptionally valuable in helping advertisers capitalize on the public interest and enthusiasm stimulated by particular regional events—such as trade shows, Bowl Games, the World Series, etc.
- 11—**LOCAL DEALER TIE-INS** National distributors of all sorts have successfully used regional editions to "personalize" their national campaigns and focus new attention on their local dealers in particular areas.
- 12—**IMPORTS** Through careful use of regional editions, importers have been able to successfully cover their best customers in areas served by their distributors—and by adding new regionals as their distribution increases, to keep pace with their growing advertising needs without spending more than they should.
- 13—**AIRLINES** Many airlines use regional editions to sell commercial flights in the route cities covered by these flights.
- 14—**LIMITED-BUDGET ADVERTISERS** Now even the most budget-conscious marketer can afford to advertise in a quality national magazine that reaches his very best customers by selecting one or more of the national magazine's regional editions.
- 15—**HOTELS** Hotels can make the most of limited advertising budgets by choosing regional editions which cover only those areas which supply the bulk of their guests.
- 16—**LEGALLY RESTRICTED ADVERTISERS** Companies who are prevented by law from selling in some states can now enjoy "national" status by advertising in the regional editions of national magazines.

CARRIED MORE PAGES OF REGIONAL ADVERTISING IN 1959 THAN ANY OTHER MAGAZINE EXCEPT TV GUIDE* *Source: PIB



Media's Law:

To a kite merchant, the pulling power of an advertising medium is equal to the number of kites sold.

To media men, pulling power is influenced by several inter-related factors.

The law or formula looks like this:

$$\begin{array}{c}
 \text{Pulling Power} \\
 = \\
 \text{Circulation Volume} \\
 \times \\
 \text{Editorial Vitality} \\
 \times \\
 \text{Reader Confidence}
 \end{array}$$

The larger measure of these ingredients in the Chicago Tribune accounts for the greater results produced for advertisers.

The Chicago Tribune, with a circulation $1\frac{1}{2}$ times that of any other Chicago newspaper, out-pulls the other papers by at least 3 to 1 and as much as 15 to 1.

More Chicago families read the Tribune than the top five weekly magazines combined; more than six times as many Chicagoans turn its pages as turn on the average evening TV show!

Chicago Tribune



10

MAY 20, 1960

Sales Management
PART TWO

Sales Meetings
CONVENTIONS • EXPOSITIONS • TRADE SHOWS

Marketing Through
Exhibits

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WHO'S STAGE 1,000 MEETINGS?—100



TWA SuperJet

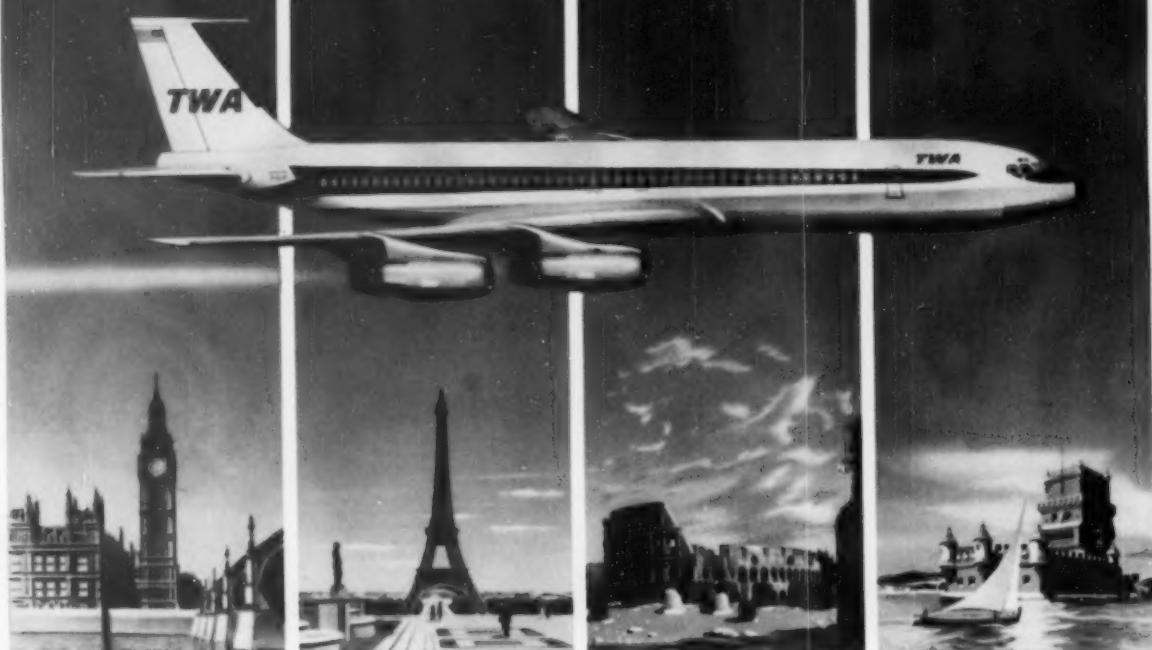
Non-stop flights...New York to Europe

LONDON
6 hrs.
30 mins.

PARIS
6 hrs.
45 mins.

ROME
8 hrs.
5 mins.

LISBON
6 hrs.
15 mins.



TWA SuperJet...the giant Jetliner designed for speed, longer range and comfort...leaves New York for Europe, flying non-stop to London, Paris, Rome, Lisbon...direct to Frankfurt, Madrid, Athens. Call TWA first for speed, comfort, convenience, luxury. Reserve now, either First Class or thrifty Economy Class, aboard the giant **TWA SuperJet**.

Call your travel agent or
nearest TWA office today

FASTEST COAST-TO-COAST
TWA
THE SUPERJET AIRLINE*

Call your travel agent or
nearest TWA office today

TWA Jets also serve LOS ANGELES · CHICAGO · SAN FRANCISCO · WASHINGTON · BALTIMORE · PITTSBURGH · PHILADELPHIA · DETROIT · ST. LOUIS · KANSAS CITY · MIAMI

*TWA THE SUPERJET AIRLINE is a service mark owned exclusively by Trans World Airlines, Inc.

THE **NEW** ATLANTIC CITY CONVENTION HALL **ENLARGED AND MODERNIZED**

MORE SPACE . . .

50,000 additional square feet of exhibit space—a total of 320,000 square feet. 3 Exhibit Halls that can be operated independently and simultaneously. 6 new meeting rooms—a total of 33 rooms seating 125 to 35,000.

A NEW FACE . . .

Escalators—vehicular tunnel providing indoor taxi and bus entrance — electrically-operated sound-proof meeting room partitions—colorful new lobbies —brilliant new decor everywhere through color, light, marble, glass, ceramic tile, stainless steel.

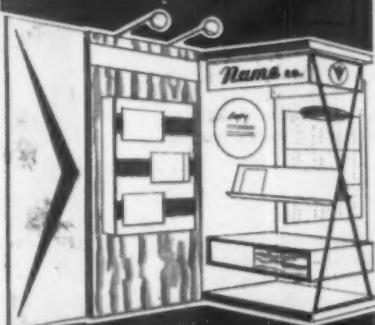
COMPACT—CONVENIENT

Atlantic City is America's most compact convention city. Here all convention facilities center on the Boardwalk — where everybody meets everybody else in attendance. Here is the greatest concentration of convention facilities available anywhere.

YOU'LL MEET WITH SUCCESS IN

ATLANTIC CITY

THE NEW FUNCTIONAL **PREPLANNED** **SELF-** **CONTAINED** **EXHIBITS**



of permanent construction — with custom-built styling, for low and modest budgets — designed for EXPOSITIONS TRADE SHOWS CONVENTIONS SALES MEETINGS

Priced from \$642

FUNCTIONAL DISPLAY, INC.

1370 BLONDELL AVENUE, NEW YORK 61, N.Y.
SYcamore 2-6200

send for descriptive literature



Functional Display, Inc.
1370 Blondell Ave., N.Y. 61, N.Y.
Please send me descriptive literature on your new Preplanned Self-Contained Exhibits . . . no obligation, of course.

Name _____

Title _____

Company _____

Address _____

Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

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Executive Offices: 1212 Chestnut St., Philadelphia 7, Pa., WA 3-1788

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But, for professional
group travel planning,
those who know
come to
**TRAVEL CONSULTANTS,
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When every detail of a trip
must be perfect; don't rely on
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experience in developing group
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N. Sidney Nyhus, President
David Randall, Manager, Group Sales



Dimension!

Exhibitions add vital dimension to your selling... The dimension of "dialogue" not present in advertising... The dimension of demonstration, not present in most sales calls... The dimension of economy, many excellent interviews in fewer hours which only the exhibit can provide... the dimension of "association" to a specific market!

The Exposition Management Association is an earnest group of both trade and public show managers bound together with the objective of improving exposition standards, techniques and results for the exhibiting customer. The method: better shows for the audience. You can expect good results from an EMA exposition manager's show.

EXPOSITION MANAGEMENT ASSOCIATION

EMA

30 Members holding
72 shows throughout
the USA and Canada.
72 West 45th Street,
New York 36, N. Y.

Sales Meetings

EXECUTIVE OFFICES, 1212 Chestnut St.
Philadelphia 7, Pa. WA1nut 3-1788

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Copyright Sales Management, Inc., 1960

What makes a show GREAT?



Every truly great show has two priceless ingredients . . . (1) it presents exhibits in the best possible setting . . . (2) it attracts maximum attendance—in quality as well as quantity—by being in the ideal location. These are two basic reasons why great expositions are held in the New York Coliseum. Now the world's leading showplace . . . with incomparable facilities, complete air conditioning, spectacular lighting, lots of swift passenger elevators and escalators, cocktail lounges, special meeting rooms . . . and the flexibility necessary to handle any type of attraction in any space. Add the fact that only the Coliseum enjoys the greatest location . . . in the heart of New York, the world's financial and industrial capital, center of buying, distribution, communications and culture. That's why only the Coliseum delivers the largest show audiences—10 million to 138 events.

NEW YORK COLISEUM

Phone or write for full information: Coliseum Exhibition Corp., Columbus Circle, N.Y....PL 7-5000

**BOSTON
CHICAGO
DALLAS
DETROIT
LOS ANGELES
NEW YORK
PHILADELPHIA
ST. LOUIS
SAN FRANCISCO
WASHINGTON**



American serves these popular cities—and many resort areas!

Planning a meeting? Whether you're thinking of a large meeting in one of these major cities or a smaller meeting in a resort area, you'll find American's specialists ready and happy to help you in your planning. For details and your free booklet, "Twelve Commandments for an Effective Meeting," write to: Mr. Frank Svoboda, Manager of Convention Sales, American Airlines, Inc., 100 Park Avenue, New York 17, N. Y.

**AMERICAN
AIRLINES**

The Jet Airline



PLANNED IMPACT...

By planning your exhibit program well in advance . . . on a continuing basis, your displays can be designed to go farther, do more.

We call this plan-ahead principle PLANNED IMPACT. It's the type of thing Gardner Displays does to perfection. Gardner takes your schedule, your objectives and your budget into consideration and carefully prepares a complete program for you. PLANNED IMPACT includes the creative designing, planning, construction of your displays, plus necessary servicing, refurbishing, storing. Equally important, it includes efficient planning for multiple use, routing, working with trade show officials. In short, PLANNED IMPACT is a program of integrating all your exhibits for smooth, efficient showings to the greatest potential audience at the least expense.

GARDNER DISPLAYS

"First name in exhibit services"

PITTSBURGH 12, PA.

• 477 Melwood Ave. • Mayflower 1-9443

DETROIT, MICH.

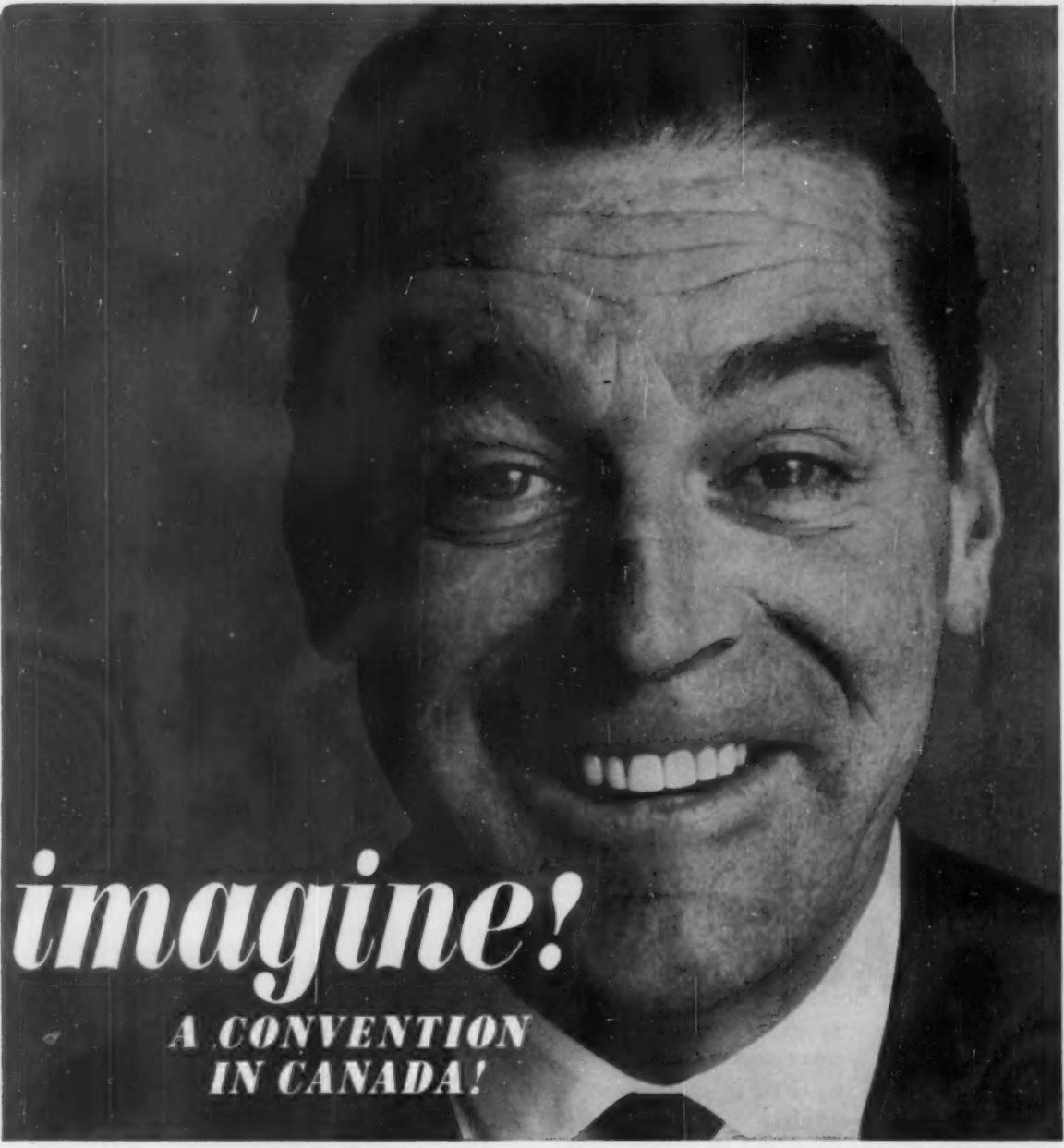
• Box 142, Birmingham, Mich. • Lincoln 4-2030

CHICAGO 8, ILL.

• 1937 W. Hastings St. • Taylor 9-6600

NEW YORK 17, N.Y.

• 41 East 42nd St. • Murrayhill 7-3621



imagine!

*A CONVENTION
IN CANADA!*

Imagine the excitement and adventure of a trip to a new country! Imagine the finest convention accommodations coupled with unexcelled service. Imagine no more. Select a Canadian National Hotel for your most successful convention ever. Canadian National offers you the choice of ten easy-to-reach hotels—strategically located coast-to-coast in Canada's most colorful settings. For full information, including thorough travel and convention planning services, write: A. P. Lait, Manager, Convention Bureau, Canadian NATIONAL Railways, Montreal, Canada.

MONTREAL—THE QUEEN ELIZABETH* • OTTAWA—CHATEAU LAURIER • VANCOUVER—HOTEL VANCOUVER† • JASPER NATIONAL PARK—JASPER PARK LODGE • EDMONTON—THE MACDONALD • SASKATOON—THE BESSBROUGH • WINNIPEG—THE FORT GARRY HALIFAX—THE NOVA SCOTIAN • CHARLOTTETOWN—THE CHARLOTTETOWN • ST. JOHN'S—NEWFOUNDLAND HOTEL

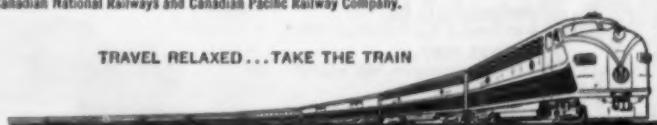
*A CNR Hotel operated by Hilton of Canada Ltd. †Under joint management of Canadian National Railways and Canadian Pacific Railway Company.



EVEN
BETTER
THAN I
IMAGINED!

TRAVEL RELAXED...TAKE THE TRAIN

CANADIAN NATIONAL RAILWAYS



-SM

LETTERS TO THE EDITORS

weekends, phooey!

For years we've been hearing from convention bureaus and hotels about the big benefits of holding a convention on week ends when hotels could give better service and our people could get more personalized attention.

Well, I believed the story. I belong to two organizations that meet annually. Being on the board of both, I convinced my fellow board members to try a convention over the week end and take advantage of so-called better hotel service. Wow, did I catch it!

At the first convention, only a handful of bellmen were on tap when several hundred people checked in. One elevator had an operator. After some screaming on the telephone to the manager (who was home—doesn't work on Sunday) we finally got two elevators pressed into service on the second day.

There was a two-hour lunch because waitresses were few—over-worked and unhappy. Hardly any of the meeting rooms were set up as requested because there weren't any people around on week ends to do it.

With this experience, I had fears for the second convention that I goaded into week-end plans. I had reason to worry! The second convention was worse.

We couldn't get an audio man to hook up our tape recorder and other equipment. (He doesn't work on Sunday.) Apparently, nobody works in some hotels on week ends—nobody that you need, that is.

From my experience, hotels are geared to few guests on week ends and when you bring a convention in over Saturday and Sunday, you're asking for trouble. I've had it. From now on any convention I influence will open on Monday, or at least not go past Friday noon.

Richard C. Douglas
New York City

permission granted

Thank you very much for permission to reprint the article about Colonel Franklin from your March 18 issue. We will of course, adhere to your request and give credit

in accordance with the printed instructions.

We will also see that two copies are sent to you as soon as they come from the press.

George A. Blessing

A. C. Croft, Inc.
New London, Conn.

fourth not first

As immediate past president of the Professional Convention Management Assn., I was delighted to note your excellent recapitulation of our Atlantic City meeting in the March 18 issue. I think you have done a splendid job in presenting the salient points and gist of our three-day meeting, but I would like to call to your attention the fact that this was the fourth joint meeting we have held with the Medical Exhibitors Assn., since the Professional Convention Management Assn. was incorporated. It was the sixth or seventh joint session when we considered the occasions we previously met on an informal basis.

Edward G. Sandrock
American College of Surgeons
Chicago, Ill.

meeting styles for ladies

Would it be possible for us to secure permission to reprint the article, "Guide to Styles, Groups, Methods." He saw a copy of a reprint in the YWCA Magazine, and in our state work we like to have new ideas to present to our women on how to conduct meetings. This could be very helpful if we could secure permission.

Mrs. Collins Webb
Kansas Convention of
Southern Baptists
Wichita, Kansas

help for keynoters

We greatly appreciate receiving permission to reproduce the article titled "How to Keynote a Meeting" which appeared in the March 18 issue.

K. M. Neary
National Association of
Real Estate Boards
Chicago 3, Ill.



ask the people

who have....

Russell Bullman,
Executive Vice President
CONGRESS OF MOTOR HOTELS

Francis Brooks, Director of
State Purchasing Department

**NATIONAL ASSOCIATION OF
STATE PURCHASING OFFICIALS**

Robt. C. Fornley, Executive Secretary

**NATIONAL WELDING
SUPPLY ASSOCIATION**

C. M. McMillan, Executive Secretary
**NATIONAL CANDY WHOLESALERS
ASSOCIATION, INC.**

Thomas J. Birmingham, Office Manager
HOME STYLE COOKIES

George N. Epstein, Vice President
**PACIFIC COAST INDEPENDENT
MAGAZINE WHOLESALERS ASSN.**

**our best sales people
are those who have proven
there is nothing like....**

RIVIERA
the magnificent
hotel

COMPLETE FACILITIES FOR
SHOWS, SALES MEETINGS, CONVENTIONS

Happy reminder
for
Meeting
Planners!

Head for Spain for your next group gathering, sales meeting or convention . . . and you'll win cheers for your choice of setting!

Few sites can match the gracious lure of Spain's old-world charm. Wide selection of excellent hotel facilities, for groups large or small. Distinctive restaurants, choice opportunities for shopping, memorable sightseeing and after-meeting-hours recreation . . . all at impressive savings.

IBERIA offers you swift non-stop flights, New York to Madrid. Luxurious Super G Constellations now. DC 8 jet service in the future. Your call to any IBERIA Sales Office will bring you expert assistance in planning your overseas meeting.

Spain

...OVERSEAS
MEETING
SITE
THAT WILL
PLEASE
EVERYONE

See your travel agent or

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Offices also in: CHICAGO • LOS ANGELES • PHILADELPHIA • SAN FRANCISCO • WASHINGTON, D. C.

The Best Damn Buy Anywhere!

*The Hollywood Beach Hotel
in South Florida is
the best buy anywhere,
and here's why!*

- 1 A physical plant second to none, with 300 large air-conditioned rooms and suites decorated and furnished by famous designer Harry Lind.
- 2 125 well-contained, country club areas . . . a setting that just can't be equalled.
- 3 40,000 square feet of air-conditioned meeting space, all on one floor . . . for exhibits, trade shows, banquets, conventions.
- 4 25 different meeting rooms . . . completely paid with the finest sound and lighting systems . . . comfortable chairs . . . all the features that please men who plan meetings.
- 5 Food — the greatest ever. Full American Plan — three delicious meals daily. Unlimited multi-choice menus — buffets — meat flies — flocks — food for which the Hollywood Beach Hotel is truly famous.
- 6 Four tennis courts, separately available at no charge to Hollywood Beach guests.
- 7 One thousand feet of private, natural sand beach (not man-made, no concrete structures) and the fifth, PLUS a magnificent pool and lounge deck.
- 8 The best of entertainment! . . . planned by Hollywood Beach professional entertainment consultants. Flea circus . . . ladies' programs . . . miners . . . specialty parties.
- 9 Experience — real experience — stemming from thirty years of continuous ownership and a highly-trained service staff of 700 people imbued with the desire to give service.
- 10 A little that's right! One that's all-inclusive, with no extras — no hidden costs.

If you'd like the complete story on the Hollywood Beach Hotel — color photos — floor plans — list of equipment and services — everything you'd want to know about this outstanding hotel, mail in this coupon. You'll be glad you did!

AND-FOR GOLFERS

Free

unlimited golf on the
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own private 18 hole golf course.
Not an "arrangement" with a coun-
try club, not a course that's 30 min-
utes or more away, but the hotel's
own course, beautifully conditioned
and a delight to play.



HOTEL / GOLF CLUB
HOLLYWOOD BEACH / FLORIDA

Dick Frey — Vice President — Sales
Hollywood Beach Hotel / Golf Club • Hollywood Beach / Florida

I'm interested, Dick. Please send me your convention kit.

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ADDRESS _____

CITY _____ STATE _____



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.....

Trust everything



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world's largest
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-SM FACILITIES ROUNDUP

Washington, D. C.

Builders start construction on **Executive House**, Washington's new downtown 200-room hotel, and expect structure to be completed in time for the 1961 presidential inauguration. Hotel is to face Scott Circle where Rhode Island and Massachusetts Avenues intersect 16th Street.

Estimated at three million dollars, the hotel's main building will be five floors, with an adjoining eight level tower. Its public rooms can be used for individual meetings or combined into one larger area for conferences. Hotel is part of chain, Condado Caribbean Hotels, Inc.

Charlotte, N. C.

Manger Motor Inn, first motor inn of Manger chain to be in the South, has been completed. Three-story structure is built on stilts which allows out-of-sight automobile parking from guest room windows. Three-million-dollar building has studio rooms and luxury suites in the 160-units. A meeting banquet room serves 100 people.

Groton, Conn.

Contract for \$1-million renovation on **Griswold Hotel** has been recently signed to up-date function areas and 400 guest rooms at East Point, near New London.

Phoenix

Ramada Inn is to complete soon a 100-room addition at a cost of \$1.5 million. Construction brings total number of units to 400 rooms. Banquet facilities for 1,000 people are available. Folding doors permit three smaller groups to use the space simultaneously. Small function room on the mezzanine holds 25. Main convention area is equipped with public address, sound system, stage and dressing room.

New York City

Roxy Theater has darkened its stage lights forever. The 5,700 seat show place will become a 900-room addition and 600-car garage to the **Taft Hotel**. Expansion will boost Taft's capacity to almost 2,500 rooms. Roxy was bought by William Zeckendorf, Jr., president, Zeckendorf Hotel Corp., owner of the Taft.



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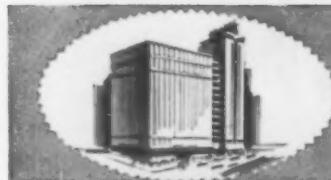


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Dances	to 300
Guest Rooms	400

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FACILITIES ROUNDUP

continued

San Francisco

Fairmont Hotel's new 29-story tower addition is under construction now. Plans include largest exhibit, banquet and meeting room space in northern California, according to owners Ben and Dick Swig.

Laredo, Texas

Contract will be awarded shortly for a convention center to be built adjacent to Sands Motor Hotel. Seating capacity is to be for 500 people. It will have a hydraulic stage arrangement. Stage will drop to allow for more floor area when needed.

Westport, Conn.

New Engander Motor Hotel, on U.S. Route 1 (Post Road) off exits 18 or 19 of Connecticut Turnpike, opened this month. The 76-unit motor hotel has a convention hall. Demonstrations and exhibits can be set up in an adjacent one-floor exhibit hall. Hall is about 12,000 sq. ft.

Meeting rooms for groups up to 250 are available with two and three dimensional visual equipment, speaker podium and stage. Full size motion picture screen with sound projection equipment with licensed projector operator is also offered. A. O. Samuels of Bridgeport heads the business group who built the motor hotel.

Buffalo

A 300-room hotel will be constructed, beginning this Spring, on a 10-acre tract opposite Greater Buffalo International Airport. Hotel is to be named Airport Hotel. Owner, Patrick A. Cosentino, president of Dynamics Enterprises, Inc., announced that it will be a two-story structure to encompass about 34,000 sq. ft. Construction is to be undertaken in three phases. First phase is to include 100-rooms, an administration building house, dining room (150 people) conference rooms, coffee shop and lounge. Entire cost for hotel will be \$3 million.

Chicago

Construction of a \$2.5-million motor hotel is underway in Park Ridge's downtown section, 18 miles from Chicago's Loop. Expected to be completed by September, motel will contain 186 units in three sepa-

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FACILITIES ROUNDUP

continued

rate buildings. Each is to be connected with a glass enclosed passageway bridge. One level hall, away from the main living area, is divided into meeting and banquet rooms to accommodate conventions and private dining groups.

Oklahoma City

One-million-dollar motel is to be erected here. Construction is expected to start this month, according to the builders. The 100-unit structure will include plans for a convention facility, with a dining room to seat 250 people. Portion of the motel will be two-stories, while other parts will be three-stories high.

Dallas

Fifth major building of Dallas Trade Mart was announced recently. Construction, scheduled to begin this Fall, will include a half million sq. ft. of display, meeting and office space for the construction industry. Architects of building designed a ground floor exhibit hall of 302,500 sq. ft. and twin towers, 56 by 250 ft., 10 stories high. Ground floor is also to include a 400-seat auditorium, six meeting rooms and a restaurant with food service available for private luncheons. Building will be ready for occupancy by late in 1961.

Jackson, Miss.

Construction is underway at the Hotel Heidelberg to build its new Olympic room. Plans call for 11,000 sq. ft. of unobstructed space for exhibits. Ramp is also planned which will allow trucks to pull right up and unload at the service doors of the new room.

Surinam (Dutch Guiana)

Ground breaking ceremony recently took place to begin construction of a new \$2-million hotel, still to be named. Condado Caribbean Hotels, Inc., reports, "Hotel will mark the first major tourist hotel to be built in the country."

Omaha

Schimmel brothers, Midwest hotel men, announced construction will begin late summer on their new \$6-million, 400 room motor hotel. Plans include a ground floor convention hall to serve 700, built to exhibit cars and other heavy equipment.

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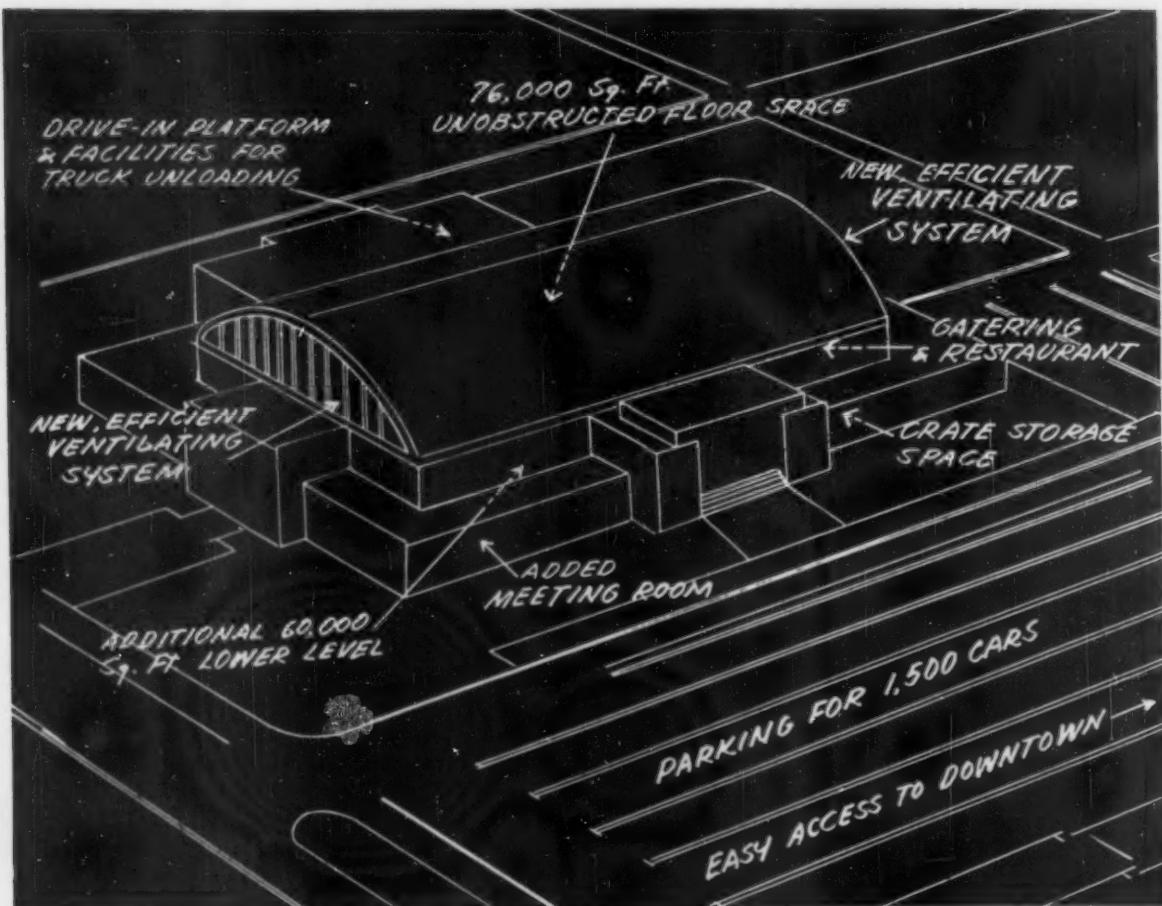
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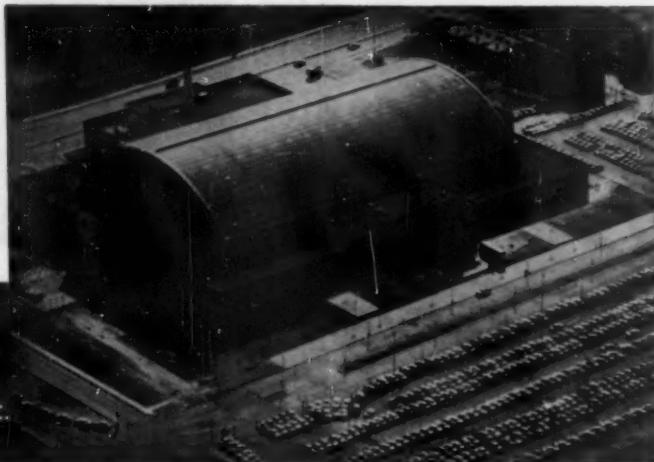
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GROSSINGER, N. Y.

Century 21 Exposition finally "got off the ground." Huge event, slated in Seattle, 1962, was held up by legal tangles. Court action finally determined \$341,959 as right price for the site and gave city the okay to complete condemnation. U. S. Commissioner Philip M. Evans still hasn't given a green light to plans for the Government's scientific section. Plans were stalled while Evans immersed himself in the \$9-million project's tentative outlines. Date for approval of plans, now passed, has been moved up. Walter Darwin Teague Associates, New York City, has been commissioned to develop Government's scientific exhibits. Dates for the exposition are April 21-Oct. 21, 1962.

National Housewares Manufacturers Assn. has voted to move its summer show into Chicago's new Exposition Center next year. Winter show had already been slated for the same building. Show expects to have 1,600 booths. Show dates next year are Jan. 16-20 and July 10-14.

New York World's Fair in 1964 still has a hurdle to mount now that plans for a two-year event have been announced. International Exhibition Bureau which passes on member nation's world fair plans, limits fair duration to six months. U. S. is not a signatory to bureau "treaty" which prohibits contracting countries from accepting invitations to fairs that last longer than six months. To wave time-limit restriction, two-thirds of countries that belong to bureau must vote in favor of the longer fair. Fair planners in New York are going ahead on assumption that okay will be given.

New York Coliseum just marked fourth birthday and proudly announced it is now "the world's leading exposition center." Arthur Smadbeck, president, New York Coliseum Exposition Corp., reveals that 9.5 million visitors attended 139 major events in the building during its four years in business. "It leads all of the nation's older exposition centers," he declares. "The Coliseum has effectively reversed the long-established trend of the September-to-May exposition season, making it now an all year-round business." With air conditioning, he indicates, many expositions "now find the summer period highly desirable—even better than other seasons."

International Business Machines had to use closed-circuit TV to accommodate the crowds at its annual meeting of stockholders last month. Theatre Network Television installed 50 monitors and two large screens so 3,000 stockholders could see demonstrations of the company's latest machines. Overflow audience filled three halls in addition to 1,500 in main assembly room in New York Coliseum.

International Convention Planning Exposition, slated for Las Vegas, Nov. 29-Dec. 1, announced the appointment of Robert Letwin, editor, Sales Meetings, to its program planning committee. Exposition will include forums, seminars and workshops designed to give planners of sales meetings, conventions and exhibitions new ideas. Event, first of its kind, will be held in Las Vegas Convention Center. Show is to feature products, services and facilities used by meeting and exhibit planners.



National-American Wholesale Grocers' Association is one of many leading trade associations which held their high level conference in

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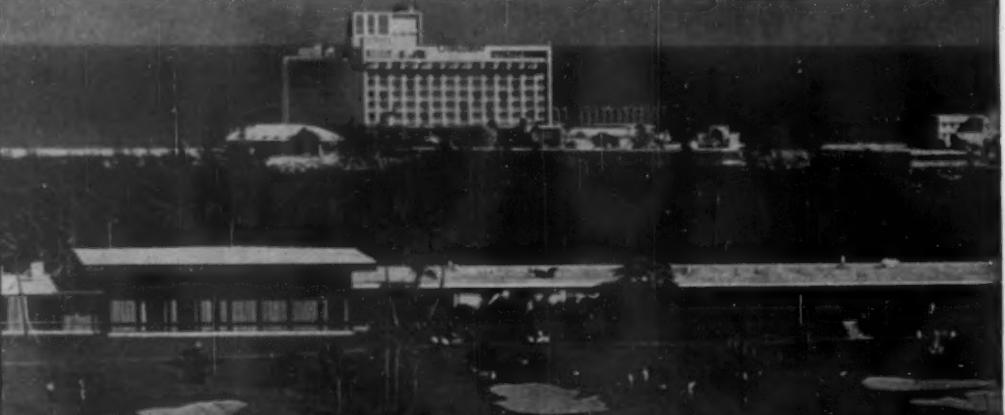
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Ninety percent of the exhibit space was sold by March for 1960 Chicago International Trade Fair to be held in the Navy Pier Exhibition Hall, June 20-July 5. Show is sponsored by Chicago Assn. of Commerce and Industry. Attendance from June 20-24 will be limited to buyers, to follow will be 11 days for public admission.

Over \$300,000 has been raised publicly towards construction of a \$1.5 million civic auditorium in Muncie, Ind. Structure is to be erected on the campus of Ball State Teacher's College for use by public and the school. Plans call for auditorium to seat 3,500 people.

Trophy award will be given for the most original booth, best single booth and best multiple booth among others at the National Auto Accessory and Parts Exhibit to be held in Las Vegas. Nominees will be selected by a committee of attending buyers to act as judges.

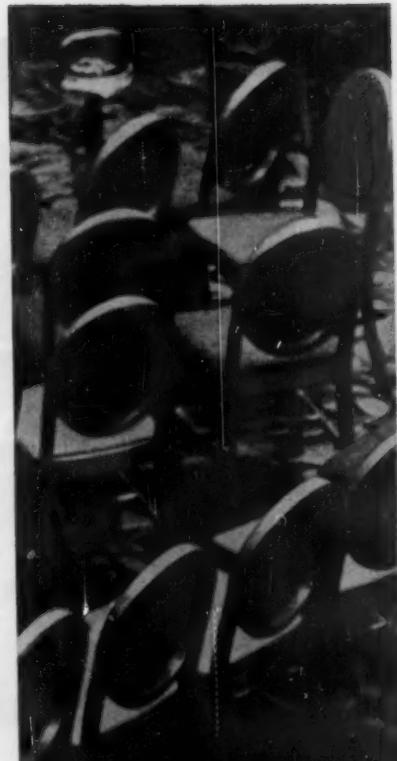
Convention manual on responsibilities of those who stage and service conventions and shows and proper procedures is in the works. It is being produced by Convention Liaison Committee, made up of representatives of hotels, association executives, exhibit managers and convention bureaus. Work on this manual has covered more than a year. It is expected to be ready by Fall. Final plans for distribution have not been completed, but it should carry a \$2 to \$3 price tag for those who are not members of organization affiliated with Convention Liaison Committee.

Trade show is not the only place that presents a security problem. Things even disappear from exhibits at stockholder meetings. Standard Brands, Inc., found shareowners descending on product displays after its meeting in New York City and stripping them bare of edibles. Only things they left were some dummy cartons and gallon-size jars of salad dressing. Gone were coffee, yeast, puddings, dog food, walnuts, corn starch, sugar, gin, blended whiskies, vodka, scotch and bourbon.

Largest concentration of steel firms ever signed to exhibit space at a Metal Show are on the books for 1960. American Society for Metals will have 16 steel companies at its show, Oct. 17-21, in Philadelphia.

Production Engineering Show, held every five years to coincide with Machine Tool Show, will have 50% more exhibitors and occupy 100% more exhibit space than it did in 1955. Both shows will be held in Chicago, Sept. 6-16. Tool Show will be in International Amphitheatre. Production Engineering Show is slated for Navy Pier. In 1955, Production Engineering Show had 200 exhibitors. This year it will have 300, and most will have larger space.

For exhibit attraction at its booth in Canadian National Exhibition, Toronto, The Maytag Company staged a contest to find oldest Maytag washer in use in Canada. Search ended with a 1911 electric motor Maytag, still in daily use, by an elderly couple (she's 82 and husband is 86) in Lethbridge, Alberta. Couple received a brand new automatic washer and Maytag now has a well-publicized booth attraction.



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AS THE EDITORS SEE IT

Some Light on Show Statistics

There are many who would complain about the dark but would not light a candle. And if Confucius said it, he might have been talking about our modern-day marketing executives.

It is the normal thing today for executives to complain about the lack of information on industrial shows. No program on exhibiting is presented that doesn't get nods from all and sundry when somebody charges that no other medium is so lax with facts.

"What we need is an audit" is the cry. "We should have audits of shows just as we have audits of publications," goes the song. It's sung at every gathering of people concerned with their companies' exhibits.

These good people haven't lighted the candle yet. They're still complaining about the dark.

What seems to escape most observers of the trade show scene is that you can't audit something that doesn't exist. You can audit a publication's subscriber list because you know (in writing) who will receive the publication. But, at a show it is different. You don't know who will come. Until the show closes, you have no figures to audit. And if the show goes to another city, your audit of the first show may be far from the facts that develop at the second show.

Does this mean that you can't ever get statistics on show audiences? Not at all. What we're saying is that you can't get the same thing for a show's attendance as you can get from an audit of a publication's readers. There's little similarity between the two.

How can exhibitors light the light? There are two ways: First, demand from show managers that they provide breakdowns of attendances (geographically, by industry and by title). Some show managers do this now. Many would if their exhibitors demanded it.

When you get these breakdowns, make sure you don't accept them as fact for the next show. They are merely indicators for the future and fact on the last show only. (If you feel that these facts should be audited by outsiders to

keep show management honest, this may be a worthy crusade. But, keep in mind, this audit will not be the same as a publication audit, as we have mentioned.)

What's the second thing you can do to light a light in this darkness of show statistics? Invest a little in your own research. It will be more valuable to you, and it isn't particularly expensive.

It takes courage to research your show activities. For years you claim certain things about your exhibit (to top management) and now your claim is put to the test. As we said, it takes courage, but the results are worth the gamble.

Just recently we spoke to a marketing man whose exhibit at one of the largest and most popular industrial shows was being researched. His aim was to find out whether he should be in the show at all — although his company and most of his competitors have been exhibiting in the show for years and years and years.

He didn't want to find out who came to the show. From experience he pretty well knew who they were and from show management he had reliable visitor facts. What he wanted to know, do the people who come to the show really have an active interest in his product (a basic one) or do they pass him by (mentally) in favor of the more dramatic products at this show?

We don't know how he made out because results are now being tabulated. They might indicate he should spend more on next year's show or that he has been wrong in being in the show all these years.

Whatever the results, it will take courage to take the right action. But it seems to us, the comparatively small percentage of exhibit cost that went into the research will more than pay for itself no matter what the study shows.

If more companies would light this sort of light, they would invest their exhibit dollars more judiciously.



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*includes supplement in Spring, 1960

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Sites (cities, auditoriums)
Executives in Charge
Contact Addresses
Sponsor Organizations
Expected Attendances

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- To pick exhibit opportunities
- To check events in related fields
- To schedule attendance by salesmen
- To plan year 'round exhibit program
- To check activity in particular city
- To find names, addresses of managers
- To pick new shows for new products

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MARTIN B. IGER

"We have never had an unsuccessful program . . ."

A Frank Discussion About Budgets for Incentive Sales Programs

THE word "budget" has no place in an incentive sales program. It should not exist. Here's why: The purpose of an incentive program is to reach a set percentage of increased sales above normal current output. These increased sales mean increased profits (or decreased losses). It's from these profits that you pay the cost of your program. Final expenditures are determined solely by the volume of the increased percentage of sales attained.

ACCORDINGLY, you start with neither budget nor travel prize when you plan an incentive program. Your first problem is to decide exactly what your marketing objective is. If you isolate this objective, you can then decide what kind of realistic goals can be set.

ONLY when you know what has to be done and what can be attained, do you talk money and rewards. It is a simple matter to pick a spot that will spark contestants to put forth that extra sales effort. It's no trick to discover how much cash you have to work with to give the winner the time of his life.

WHAT takes special skill is to determine the true potential for your program—to develop goals that are fair and attainable. It takes competent analysis of your individual sales problem to determine whether your promotion will be successful.

TRAVEL as an incentive goal has already proved itself through the years as being the most effective lure. Industry has found that a trip is more enticing to get better performance than cash rewards. Incentive-trip programs work. And that is why use of incentive travel programs has been spiraling upward. The destination . . . or "prize" . . . can only be considered after you determine what you want to accomplish.

Martin B. Iger & Co. has been conducting travel incentive sales programs for 28 years. Our major contribution to industry centers around our ability to properly analyze your marketing problem and arrive at a program that is realistic. We have never had an unsuc-

cessful program where we have been in control of the merchandising plan. We take great pride in the fact that top management in "blue chip" companies and advertising agencies have been relying on our judgment since 1932.

One of our experienced market analysts, specially trained to discuss your problems, is available by just contacting our nearest office. We will be happy to apply our many years of experience to your problem.

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A WELL PLANNED INCENTIVE PROGRAM CAN: (1) give you a larger share of an existing market; (2) increase sales volume; (3) dispose of obsolete products; (4) strengthen distribution channels; (5) combat price cutting; (6) increase sales outlets.

"WE OUGHTA HAVE A MOBILE SHOWROOM"



...YOU SURE "OUGHTA"

There's a limit to what a salesman can do personally in carrying an extensive merchandising program to the trade. That's why more and more companies are putting their "sell" on wheels—in the form of traveling showrooms which give their salesmen much better control of a sales presentation.

Armstrong Cork Company, for example, recently commissioned GRS&W to design and build interiors for 22 traveling showrooms. Right now, these mobile display units are touring the country bringing Armstrong's outstanding merchandising program directly to the doorsteps of 20,000 retail dealers. By having all the sales and

merchandising aids, presentation equipment and actual products all in one central location, the salesmen are able to deliver the sales message in a much more efficient and convincing manner.

GRS&W has constructed many mobile showrooms for clients with vastly dissimilar products and objectives. We'll be glad to discuss how this important medium can fit into your sales promotion program.

Send for interesting case history stories on "Traveling Showrooms."



GRS & W exhibits and displays

5875 CENTRE AVENUE, PITTSBURGH 6, PENNSYLVANIA

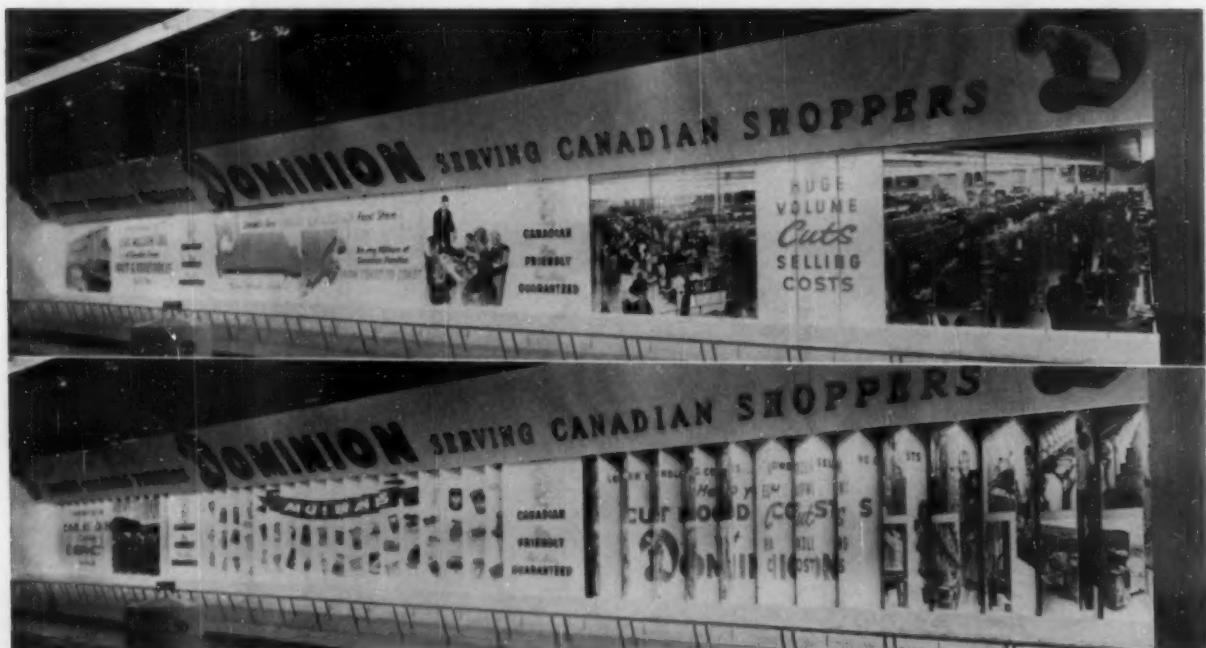
Ingenuity Is Mark of Today's Best Exhibits

Subtle marketing concepts worked into some top exhibits, while others show imagination applied to budget and physical problems. These are examples of successful exhibits in current shows.

PROBLEM: To show Canadian products available at Dominion Stores, Ltd., national food chain, in unusual 130-ft. by 18-ft. exhibit space. **SOLUTION:** Panel of rotating triangular, aluminum columns on which are mounted color photographs. Columns rotate by a triple-timer mechanism. Movement acts as attention getter for exhibit. This exhibit was designed and built by Taylor Advertising Ltd., Canada.



PROBLEM: To design an exhibit to be viewed from all sides without obstructing the vision of any one viewer. Give strong corporate identity. Convey through exhibit that products by National Gypsum Co., Buffalo, are "A Step Ahead of Tomorrow," the exhibit theme. **SOLUTION:** Full cubical content exhibit was designed to provide lounge-type setting for visitor's comfort. Triangular pylons are constructed with lightweight metal frames and covered with expanded metal. Gardner, Robinson, Sterheim & Weis, Pittsburgh, is designer.



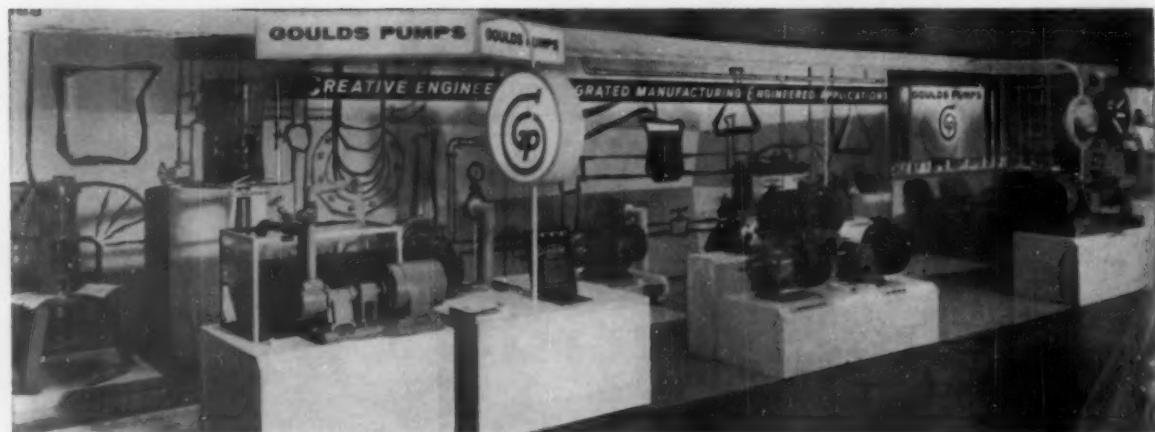


PROBLEM: Design exhibit to explain American Telephone & Telegraph Co.'s progress last year at stockholder's meeting.

SOLUTION: Nine separate exhibit presentations with 105 lineal ft. of space. Exhibit is designed by Bertell, Inc., N.Y.C.

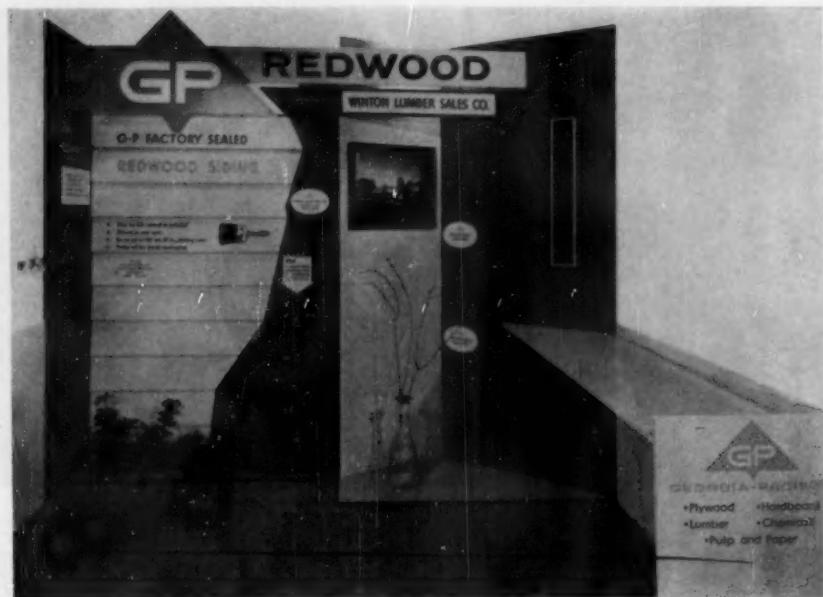


PROBLEM: Show builders ceiling material by Celotex Corp., Chicago, in exhibit space with a 17-ft. clearance. **SOLUTION:** An 8-ft. by 12-ft. "floating" room in which live model talks to visitors by telephone. Celotex exhibit is by Award Exhibits, Chicago.



PROBLEM: Feature exterior and interior uses of redwood by Georgia-Pacific Corp., Portland.

SOLUTION: Application of redwood in exhibit with space to provide strong identification for dealers in local shows. Exhibit is designed and built by General Exhibits & Displays Inc., Chicago.



PROBLEM: Design International Nickel Co., New York City, exhibit to fit many spaces for re-use. **SOLUTION:** Cubic content exhibit on modular principle, by Jenter Exhibits, Mount Vernon, N. Y. Exhibit above and below are from same modules.



PROBLEM: Celebrate the 85th anniversary of Farmers & Mechanics Savings Bank, Minneapolis. **SOLUTION:** Gay 70's teller cage fronts by Hass Display Co., Minneapolis.



PROBLEM: Display fixtures by Universal Rundle Corp., New Castle, Pa., so insiders can be seen.
SOLUTION: Fixtures were solidly mounted on the back-wall of exhibit designed and built by Rapport Studios, Cleveland.



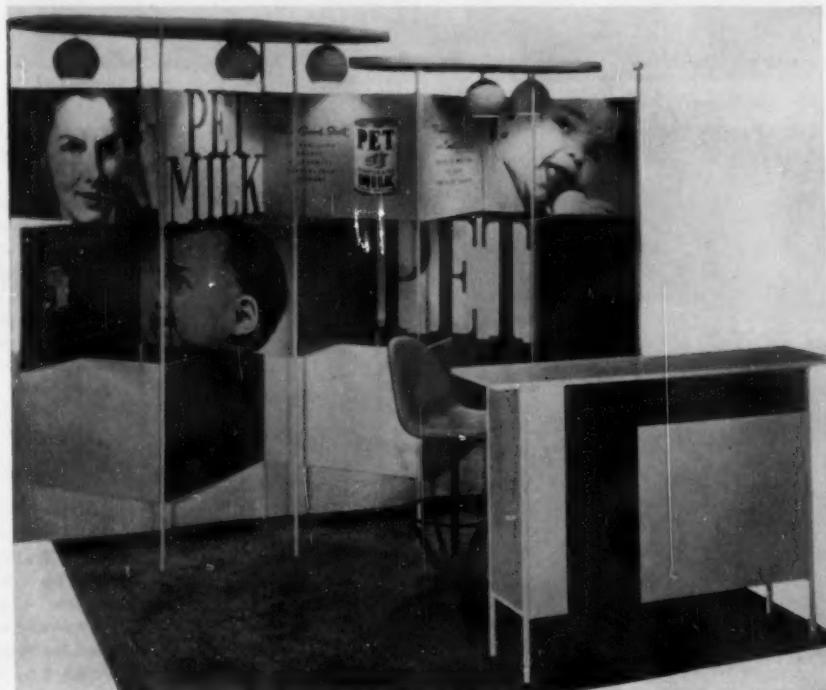
▲ PROBLEM: Display the advantages of new stud-less wall partition by United States Gypsum Co., Chicago. **SOLUTION:** Live demonstration is used with model in Scottish attire to suggest thrift. Exhibit is built by 3-Dimensions, Chicago.



◀ PROBLEM: Show multi-products by Gustin Bacon Co., Kansas City, in common theme. **SOLUTION:** Modular walk-through exhibit with suspended ceiling to hide girders is by Manncraft Exhibitors Service, Omaha.



PROBLEM: Explain Ohio Bell Telephone Co.'s System Materials in use today and plans for the future. **SOLUTION:** Conference type of exhibit in which speaker is used to explain technical information. Ohio Bell exhibit is by Ohio Displays, Cleveland.



PROBLEM: Design exhibit to help explain care and feeding of infants with Pet Milk. **SOLUTION:** Exhibit was manned by personnel to talk to visitors. Accordion exhibit allows it to fit in any space from eight to 12 ft. Exhibit is by Gardner, Robinson, Stierheim & Weis, Pittsburgh.





PROBLEM: Forest conservation exhibit called for special mechanical and electrical parts to give realistic motion. **SOLUTION:** "Smokey Bear and his friends were animated life-size. Talking exhibit presented by Keep Oregon Green Assn. and the U.S. Forest Service. Object is to bring live messages that Smokey gives on TV Exhibit built by Messmore & Damon Inc., New York City.



PROBLEM: Exhibit was to announce the new Overview publication which presently has replaced two former educational publications. Buttenheim Publishing Co., New York City, wanted exhibit to give the complete marketing story of Overview. **SOLUTION:** Exhibit had walkways around exhibit with seats for visitor comfort. Visitors look down on exhibit which tells the number of educational executives which read Overview. Design on top tends to unite all drop-off angles of exhibit into a total impression. Ramp was designed to take viewers past display material in the proper sequence. Exhibit created and built by Functional Display, Inc., New York City.

PROBLEM: Explain American Telephone & Telegraph Co.'s use of communications systems in space. **SOLUTION:** Eight individual exhibit presentations by which visitors can pick up telephone and hear recorded explanation in futuristic setting. Part of Exhibit describes Bell's communication system for Sage, U.S. defense system. Exhibit was developed by The Displayers, Inc., New York City.



**U. S. faces need for big export increase.
We are going into more foreign fairs and
are trying to make them produce sales of
American goods. More U. S. manufacturers
are being invited to exhibit because . . .**



DIRECTOR Walter S. Shafer, Office of Int'l. Trade Fairs.

Exhibits Now Our "Hard Sell" Abroad

By WALTER S. SHAFER
Director, Office of Int'l. Trade Fairs, U. S. Dept. of Commerce

There's no better way for an American business to test foreign markets than to show its wares in official United States exhibits at international trade fairs overseas.

And there's never been a time of greater need for increasing exports than now.

Two years in the service of our Government, after 40 years in a business that did a sizeable foreign trade, has been a rich and challenging experience to me.

Our United States Exhibit plan, in its sixth year, is made to order for the business that has never crossed the waters that separate the domestic market from many others on far continents. But those continents are not so far these days. Ease with which goods of other countries reach us provides food for thought, plus need for action.

President Eisenhower's recent special message to Congress dealt with this need for action. He asked support for a new national trade program—a hard-sell program. To help correct a deficit in our balance of inter-

national payments, this program emphasizes the need to sell more goods overseas. Such sales expand business, create more jobs at home, and give customers better living conditions through their purchase of this country's varied products.

Our trade fairs program has been showing these products—close up—to more than 50 millions of people in various parts of the world. Now "hard sell" will be given greater emphasis.

We continue to focus on telling the world about the United States and its free, competitive enterprise system. But we believe our foreign policy objectives will be served better by a more comprehensive display of this country's technological development. We want to show the adaptability of this development to the needs of other countries, and its competitiveness with other industries in the world.

How better can we prove our points than by demonstrating, in animation, America's machinery, its manufacturing processes and its consumer goods?

On my official missions to our far

flung exhibits I am impressed always by the eager faces that look upon our displays, seeing and feeling at close range, wonders they never saw before.

In these exhibits there is appeal for everyone—men of commerce who come to inspect and compare with a view to market needs, people who have heard much of America and are interested in seeing for themselves what it produces. Uneducated as well as educated form lasting impressions. They pick up illustrated promotional material, take it home and talk about their experiences with relatives and friends. Word about America spreads far and wide from those who have had visual proof of its way of life.

Our official exhibits are in themselves evidence of America's ingenuity. In a few short years we have developed an exhibit "know-how" that sets them apart from patterns of centuries-old trade fairs in Europe and Asia. They are different, even, from the Soviet world's great showcase pavilions that were set up in trade fairs

after World War II, the propaganda values of which drew the United States officially into the trade fairs field in 1954.

American pavilions are not reminiscent of museums. There is animation and color and sound. One need not read to understand. Young men and women of the host country, carefully selected and trained, tell about the displays over which they preside—in the familiar local language. Exhibit layout and design has been perfected with the same sensitivity to crowd movement and eye appeal that prevails in store windows and shopping floors of America. There's an atmosphere of welcome and friendliness, certain to build goodwill and understanding of all that our country stands for.

With 1960's added emphasis on selling, attractive trade information booths are being featured. Exhibitors are urged to have well-qualified sales technicians in charge of their displays to show their products in the best light, make available informative printed matter, see that there are proper oral explanations—and to consummate sales.

As the United States experiments and initiates in the trade fairs field, others imitate. Our demonstration of values in animation has led to more animation in other national showings. As competition adds zest to domestic business, so it develops in our efforts to reach more markets abroad. It is the challenge of 1960 and the years immediately ahead.

Whether an American manufacturer or supplier chooses to join an official United States exhibit, or show independently in an overseas trade fair—or both ways—he is taking the action so vital to the current Government-Industry program to spur a healthy economic growth in the face of increasing trade competition from other parts of the world.

In order for an industry or business to participate in an official exhibit it must have a product that conforms to the needs for the showing at a particular location. Advance study is made of what a country's interests and needs are, and a theme developed to give the exhibit a locally-accepted objective and appeal. If a company's wares qualify for a certain exhibit and are accepted for it, Office of International Trade Fairs offers that company complete cooperation to properly exhibit its product. There is great advantage, of course, in being a part of a United States showing. It is well run by experienced hands, with all possible assistances for promoting the values of American products generally and exhibits particularly. Among na-

U.S. Exhibit Plans

U.S. exhibits are now scheduled in the following foreign fairs: 29th Intl. Trade Fair, Poznan, Poland, June 12-26; 7th Damascus (Syria) Intl. Fair, Aug. 15-Sept. 10; 29th Intl. Fair, Izmir, Turkey, Aug. 20-Sept. 20; Jeshyn Intl. Fair, Kabul, Afghanistan, Aug. 23-31; Intl. Autumn Fair, Vienna, Austria, Sept. 4-11; 25th Intl. Fair of Thessalonika, Salonika, Greece, Sept. 4-25; Intl. Trade Fair, Zagreb, Yugoslavia, Sept. 10-25; 11th German Industries Exhibition, Berlin, Sept. 10-25; 8th Tunis (Tunisia) Intl. Fair, Oct. 14-30; U. S. Small Industries Exhibit, Colombo, Ceylon, Jan., 1961.

tional exhibits at fairs that of the United States is naturally a crowd-getter.

Information on trade fair approaches is available in the Department of Commerce, Office of International Trade Fairs may be consulted regarding official Exhibits; Office of Trade Promotion about independent exhibits.

The Government is in no position, considering the modest budget for official exhibits, to accept all invitations extended each year from international trade fair managements. Of the usual 50 received, only about 14 can be accepted. We can step up the number of showings in direct proportion to increased industry support in 1960-1961. Decisions on where to go are made by an inter-agency government committee that considers the factors of advantage to the United States in being officially represented by an exhibit at a fair.

As of April 1, Office of International Trade Fairs has placed 84 exhibits in 28 countries, since the start of the program in late 1954. More than 50,000,000 persons have seen these showings of American products, provided by some 5,000 companies. During 1960, schedule calls for 14 exhibits.

What of sales results? One solid indicator of buying interest came during the 1958-1959-1960 series of four U. S. Small Industries Exhibits in India (first time the program has set up exhibits "solo", independent of a trade fair). Equipment for these showings in New Delhi, Calcutta, Madras and Bombay, was a sellout. So well suited was the machinery to the needs of India's five-year indus-

trial development plan that there was ready use for it in the small shops being set up. As it moved across India, the exhibit sold out at its close and was re-equipped for its next stand. How many orders for more machines and parts will result from these placements only the manufacturing companies can tell.

At the windup of other U. S. exhibits, supermarket equipment has been sold in Yugoslavia and Spain; a filter tip cigarette making machine in Poland; costly TV installations in Yugoslavia, as well as fiberglas machines; apple-sorting device in Greece—all sales forecasting further purchasing and continuing interest in American goods. If we had reports from participating companies on all overseas business subsequent to exhibit showings, the record would be impressive.

Our further confidence in the sales value of trade fairs participation comes from expressions like these, in letters written to us:

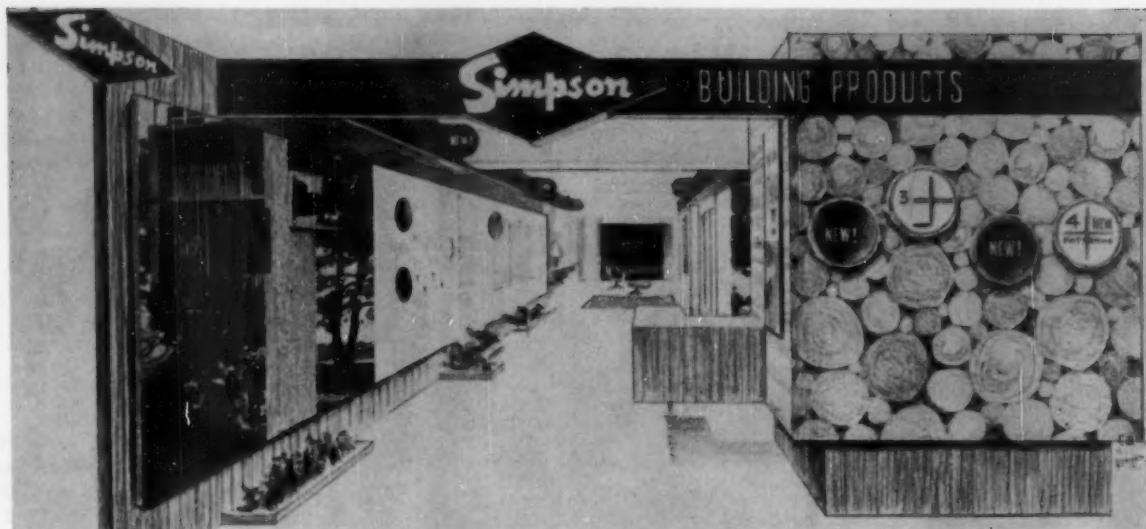
"... It is interesting to learn that you will place greater emphasis in overseas exhibits on the quality and performance of American products and the fact that these products are for sale. We heartily agree with this policy, intended to help the United States in the competitive struggle for world business . . ."

"... We are of the opinion that the Office of International Trade Fairs renders a valuable commercial as well as political service to this country by reaching the common people of foreign countries by visual insight into our standard of living and culture, as well as a completely understood expression of our goodwill and assistance in their own economic development . . ."

"... Our company has been exporting products for over 60 years and believe the Office of International Trade Fairs is of great assistance to American manufacturers in promoting the sale of our products in foreign markets . . ."

Whether we are exhibiting in our permanent American pavilions at Vienna, Austria; Zagreb, Yugoslavia; or Bari, Italy; or in one of our attractive demountable structures we take from fair to fair, this successful Government-Industry program moves forward in the spirit of the old American slogan, "the show-must-go-on".

Facing the national need for an increasing volume of exports, we extend a cordial participation invitation to companies that have not yet experienced the satisfaction overseas of "dramatizing through displays the image of America as a free enterprise country." ♦



FREE SEEDLINGS are given away by Simpson Timber Co. at National Assn. of Home Builders Convention. Located at end of hall, exhibit manages to attract visitors with tree giveaway and exhibit design. Company ran out of trees at booth.

Simpson's Rules Make Exhibit Work

It had what you might say was the worst spot in the show—a dead-end hall—but Simpson Timber Co. put its nine rules into play and came up with a winning exhibit. Here is what company planned, what problems it ran into, and why it did what it did.

By THAYNE B. JONGEWARD
Advertising and Consumer Relations Director, Simpson Timber Company

Certain basic rules apply to almost any exhibit you may be asked to create. These are the rules we followed to produce an exhibit for the 1960 Exposition and Convention of National Association of Home Builders:

1. Start in plenty of time to allow careful advance planning.
2. Make best use of space available.
3. Design exhibit as a unit rather than a display of separate elements.
4. Create an enticement to attract traffic.
5. Use design elements to attract attention and hold visitor's interest.

6. Determine number of products to be shown and those to receive feature treatment.

7. Plan traffic movement in the booth to avoid congestion.

8. Decide method for distribution of literature.

9. Have booth adequately manned at all times with experienced salesmen.

This is how we applied these rules to the Simpson exhibit at the Home Builders Convention:

1. Advance planning: NAHB convention, which ranks as one of the nation's largest, annually attracts some

35,000 builders, architects, distributors and manufacturers. Although the convention was held in Chicago in January, we started to plan overall design of the exhibit and relative placement of product lines as far ahead as May and June of 1959.

As a first step, we developed a tentative timetable of deadlines for various stages of exhibit design and construction with our advertising agency, Lennen & Newell, Inc., San Francisco, who coordinated details and supervised actual construction.

2. Space: We were faced with the problem of creating a display for an awkward space, 13 ft. wide and 60 ft. long. It was in a dead-end elevator corridor (not used during the exhibit) and considered undesirable



EXHIBIT GOES UP (far left) as workmen put each piece in place according to exhibit plans. End of hall exhibit space gave exhibitor problem design wise. It had to be built to erase dead-end feeling to entice visitors. Douglas Fir seedling (left) is the tree distributed free to NAHB's visitors.

by many people because of its resemblance to a long hallway. A massive column was situated at the front corner of the space which required special design treatment so as not to detract from the display. We felt, however, that this space had excellent possibilities for Simpson since it was large and could easily be seen by traffic approaching from three directions. It was larger than most exhibitors would want, but suited us because we needed plenty of room to display building products—many of them must be shown in large pieces to show the beauty of wood grain patterns or in full size such as doors.

Hence, we designed the booth to attract attention from all traffic channels and to allow visitors to flow freely into and through the exhibit. Panels were constructed to fit along the walls. A simulated room area was built in the extreme rear, and various Simpson acoustical tiles were used for the ceiling. Existing hotel carpeting had a vivid floral design which clashed with the modern motif and color treatment of the display, so new carpeting was installed in the booth.

Entire display was constructed and set up in San Francisco so that we and agency account men could inspect in critical detail. Minor corrections were made and the exhibit was disassembled, crated and shipped to Chicago for final installation prior to the opening of the convention.

3. Design as a unit: Exhibit was ar-

ranged to appear as one single unit, rather than as a mixture of diverse segments assembled together. We wanted a feeling of continuity and an expression of the central theme throughout the entire exhibit. Every effort was made to carry and maintain the interest of the visitor from the first panel through to the last.

4. Enticement: As an enticement to attract visitors, we gave away one-year-old Douglas Fir seedlings, potted, in a polyethylene container with planting instructions. This not only supported our exhibit theme—"Beauty Begins with Nature and Is Best Expressed as Useful Building Products for the Home"—but informed people of Simpson's extensive reforestation program. A leading newspaper man called the seedlings "the hit of the show!"

We distributed seedlings in the extreme rear of the display which served a twofold purpose: (1) the builder had to pass completely through the exhibit to receive his gift; and (2) people were more receptive to receiving their seedlings this way rather than from a "barker-type" salesman at the front of the booth.

With convention exhibits located in three different buildings, miles apart in Chicago, our object was to get as many seedlings as possible in circulation throughout the entire exposition during the first two or three days. We hoped they would be seen and talked about to prompt others to come to

the Simpson booth and ask for a seedling. It seemed to work because the entire supply on hand was exhausted before the closing of the convention and orders were taken for additional thousands to be mailed to homes of builders, architects and other visitors.

5. Design elements: We placed illuminated red diamonds, replicas of Simpson's trademark, in key positions on the marquee of the exhibit to be seen easily from persons approaching in all directions.

The massive column at the front corner of the exhibit was fully used as a part of the display. The column was framed with display panels and counters. Front panel projected beyond the column to accommodate mirrors and scale model versions of four brand new products displayed for the first time at this convention. When viewers looked into circular windows cut into the front panel, an illusion effect was created, by means of trick lighting and the mirrors, that they were seeing the products at a considerable distance right through the huge column. For consistency of effect, and to tie in with all of our other advertising and promotion, circles and diamonds were used throughout the exhibit.

Other eye-catching displays also were used in the exhibit area. A water drip-test demonstrated water repellency of a new factory-primed redwood siding which we call "Lifecoat".

All panels were designed with easy-

to-read messages in bold-face type with samples and information on use of each product.

Although not apparent to the visitor, but for convenience, we designed all panels on a module system and mounted them on structural framing to facilitate individual removal. This was extremely valuable in the final stage of construction, when inevitable changes were being made.

6. Products: Naturally the predominant feature of the exhibit was new products. These were spaced throughout the exhibit area and easily identified because of illuminated signs that flashed "NEW". New products included two Forestone acoustical ceiling tile textures, a line of "Lifeclad" pre-finished plywood paneling with matching flush doors, Lifecoat factory-primed redwood siding, La Honda redwood paneling, Seven-Eleven ceiling height doors, and two designs—The Sonata and The Concerto—from the new Symphonic door line.

All other home building products manufactured by Simpson had to be included in the exhibit and given consideration for appropriate display area.

We were faced with a difficult problem when materials were needed for the exhibit. Our mills had not begun full production of some of the new products and some had to be specially made for the display. Time was the big factor in December when we were delayed while we waited for several new products.

7. Traffic control: With a booth only 13 feet wide, we knew that traffic control was important. From experience at many trade shows, we realized booths are designed too often without thought to visitor traffic patterns and result in congestion. We minimized this to a large extent by designing our displays to encourage traffic to circulate in a normal clockwise pattern.

Salesmen helped guide the flow of traffic and the simulated room in the extreme rear with a large picture window was an added attraction. A rear-view projector covered the picture window with changing scenes. Seedlings also were given away in this area.

8. Distribution of literature: We offered to mail literature to builders, architects and distributors for several reasons: (1) It would spare them the inconvenience of having to carry it with them; (2) it enabled the company to establish a selected mailing list for future direct-mail promotions, and; (3) literature given out indiscriminately will frequently end up on the convention floor or in the nearest

waste basket.

9. Manning the booth: Every morning at 7 a.m., we held a breakfast meeting for our salesmen to determine who would be in the booth and at what times. A basic schedule had been established prior to the convention, but last-minute changes were frequently required. Typical visitors' questions and any problems we had encountered were discussed at this time.

Despite all of our careful advance planning and coordinating, certain things did go wrong. For example, the truck carrying the exhibit to Chicago ran into extremely bad winter weather and some high water enroute. Portions of the exhibit were found to be water damaged when uncrated on Friday evening.

With the exhibit opening on Sunday noon, several signs needed repainting, two panels needed retouching, numerous elements of graphic material had curled or peeled off en-

tirely, and a piece of carpeting was so badly stained it had to be replaced. Incidents such as this could not possibly be foreseen, but by round-the-clock efforts all repairs were made before the convention was officially opened.

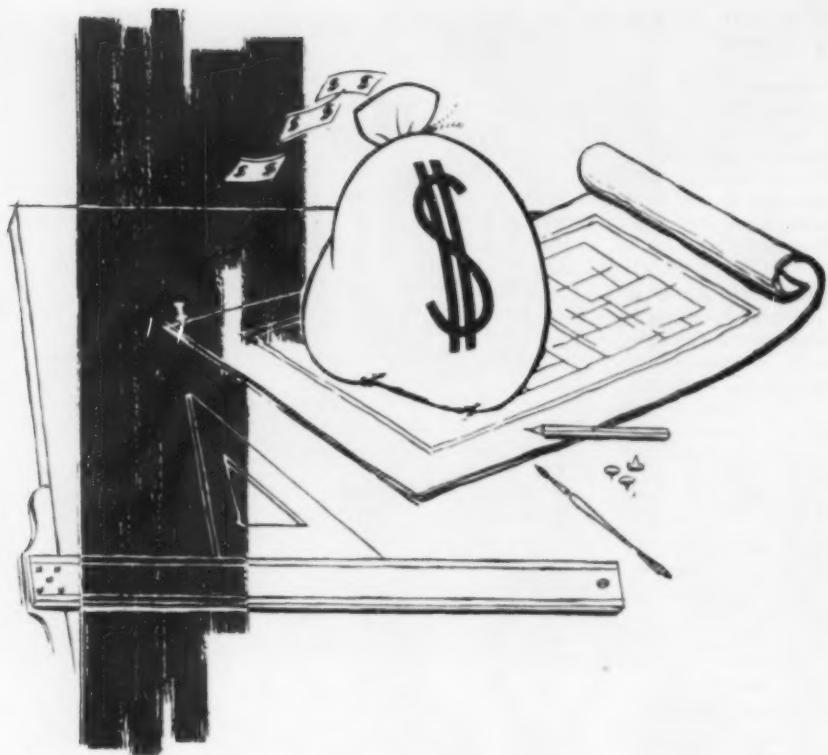
Installation of carpeting over existing carpeting presented another problem. Under heavy traffic, it began to creep and could not be firmly affixed because of hotel regulations. By the time next year's show rolls around we hope to find a solution for this.

Such incidents must be expected; it is inevitable that minor emergencies will occur. Advance planning is the best preventative to eliminate many headaches and we were amply rewarded by the results we achieved.

We feel the booth was effective and successful for Simpson in terms of increased traffic, inquiries and sales.



"Never worked a two-week show before, eh boy?"



How to Cut Exhibit Costs

Cost-cutting sleuths of Exhibit Producers and Designers Assn. have searched all avenues for clues to lower costs. They have developed five areas in which designers and builders can help to save you money. There are six things you can do to cut cost.

Watching costs of marketing mount? If costs of exhibiting is part of your concern, you have company.

Nobody is more concerned with inflation in exhibits than Exhibit Producers and Designers Assn. This group of professional exhibit creators says your exhibit costs should not have gone up in price at a greater percentage than increased costs in your own business. According to EP&DA, your exhibit expenses should be in line with all other media.

Best brains in the exhibit field have been working on this problem of exhibit cost control. EP&DA's specialists have devised many procedures to

cut final expense for exhibitors. "Right now," says Raymond J. Walter, executive secretary, EP&DA, "you can get more for your exhibit dollar than ever before, if . . ." The big "if", he says, is if you plan wisely and early with your exhibit designer.

Here are some of the ways EP&DA has been cutting away at your final costs:

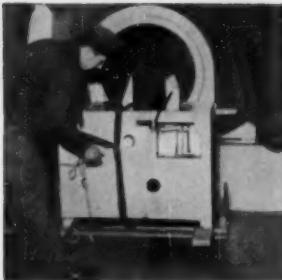
1. Exhibit setup: You pay for time when you erect an exhibit. If labor wastes it, you pay for it. One big reason time is wasted is that laborers may not understand setup instructions. As they ponder and fiddle, you pay.

To beat this money-wasting practice, EP&DA has devised uniform setup drawings and instructions.

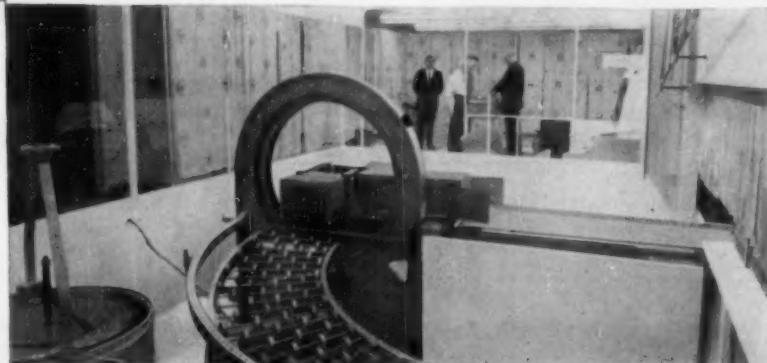
Each member of EP&DA (over 100 of them in principal cities) now uses uniform instructions for erection. Several copies are made. One always travels with the exhibit. No matter where it goes, any EP&DA member organization can decipher even the most minute details because all facts were written in accordance to an overall plan. All structural members of your exhibit are lettered and numbered uniformly. Workmen who have never seen your exhibit can erect it quickly from the uniform instructions.



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blended a modern dynamic city of over half a million. Everywhere are interesting things to see and do—added attractions that will build added attendance for any meeting. The famed Alamo; Mission San Jose, a National historic site and three other ancient missions—the charm of restored La Villita and the Spanish Governors' Palace—air might displayed at Randolph, Kelly, Brooks and Lackland Air Force Bases—beautiful parks and plazas—interesting old homes and unusual museums.

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2. Maintenance: EP&DA designers have worked to outwit the clumsy oafs who drop exhibit crates off truck tailgates, bang them into walls and generally manhandle what might be delicate display material. Through careful research, EP&DA has devised designs for packing cases to give maximum protection of exhibit material under roughest handling conditions.

Packing case designs were distributed to all EP&DA members last year as an aid toward final cost cutting. "Damage repairs and refurbishing are just as important an item of cost control as original construction," EP&DA points out. "With new packing cases designed to take unusual stress, our aim is to keep exhibits in top condition longer."

3. Materials: EP&DA maintains chapters in most large cities. Through cooperative buying, chapter members have been able to get many basic materials in quantity at considerable discount. Less costly materials is reflected in lower final price to exhibit buyers. "While we can pass on many savings in cooperative buying and pooling of orders, you can't expect tremendous cuts in exhibit costs," EP&DA points out, however. "Biggest cost in any exhibit is labor. Every piece that goes into an exhibit is custom-made. So even if we can make a 15% saving in material, material itself represents only 25% of total average exhibit."

4. Labor: Wages and salaries are the toughest problem for exhibit industry. But this problem has not gone unchallenged. Local chapters of EP&DA negotiate union contracts to keep labor rates in line with those prevailing in industry generally. "You can't expect exposition labor costs to remain static while all other labor goes up. Big job for EP&DA has been to be fair to labor, but to prevent any 'hanky-panky' that will reflect in unfair costs to exhibitors," says EP&DA's Labor Committee.

One case of hanky-panky, EP&DA cites, is where union powers attempt to blacklist a "rebel" in the union, because he challenges some union practices. When some union boss attempted to threaten EP&DA members who hired a "rebel" in the local union, EP&DA members not only disregarded the threat but joined in a law suit to prevent such unfair practices (which usually lead to higher labor costs).

5. Ethics: EP&DA maintains a national Trade Practices Committee and each local chapter has its own committee. Aim is prevent unethical operations. Before an organization can

what's new in exhibits?

AMILLION AND A HALF dollars worth of diamonds, under 24-hour armed guard protection, was used in a spectacular exhibit for Industrial Diamond Association at Detroit's ASTME Show. Central feature was a replica of "Old Faithful", spouting thousands of carats of sparkling diamonds into the air.

INTERNATIONAL AUTO SHOW at the New York Coliseum has grown to a size that now rivals the traditional domestic car shows. This year's event included some 300 models from 80 manufacturers in ten countries. Of course, the American compacts found it desirable to be among those present in a big way.

AMONG NEW training aids is a full-scale plywood mock-up of cockpit and fuselage section of military aircraft, made in transportable units to travel by van. Inside are complete operating instrumentation and navigational equipment for demonstration and training.

THE GIANT YOUNG electronics industry showed its style consciousness in the 1960 I R E Radio Engineering Show. Every inch of the four floors was jammed with an unusually fine and varied representation of the contemporary exhibit designer's art.

TWO BIG OPENINGS only nine days apart are taxing the facilities of the major New York exhibit contractors. Freedland and the British Exhibition, each a major event involving a heavy workload, are making things hum this spring.

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be admitted into EP&DA membership, it must have been in business at least two years and must maintain design, building and servicing facilities. "We have been accused of being tough with members as well as prospective members," says Trade Practices Committee. "Well, we have been. Few things will unfairly operate against an exhibitor's budget than a shady exhibit house. While seemingly giving a bargain, the unethical house will cut and chisel on essentials. Final result, exhibitor has bigger bills in the end."

Trade Practices Committee cites this example of what can happen. An unethical operator will bid for a job and come in with a price startlingly low. He gets the job. However, he doesn't tell you what to expect as a final cost. His contract may not lie, but it misleads. It says you will be billed separately for copy and mounting of products. However, he never tells you that on the basis of his design, this item of copy and mountings could equal 50% of his quoted price. "The ethical designer will let you know exactly what to expect cost-

wise. It may appear higher, but it isn't. He doesn't leave out cost items in early negotiations. There are no last-minute surprises."

Another fellow that EP&DA says ultimately costs an exhibitor more money is the operator who works out of his hat. He has no staff and no overhead. He operates as a broker. He gets a job and shops around for design and construction. "Problem with this fellow is that he can't offer service—he has no organization," says EP&DA. "When you need copy, or any change close to show time, he may have trouble getting it for you. He has to depend on somebody else's labor which may be tied up. He has no labor force and can't handle a show setup himself. So in the end, it probably costs you more by the time you return from a show and add up all your bills—and headaches."

It is easy to understand why EP&DA aims for high ethical standards, but why the big concern about cost cutting for exhibit buyers. Don't EP&DA members make more money on higher bills? "Sure, we do," says EP&DA. "Bigger bills mean higher gross this year. But what about next?"

"Exhibit medium is one of the most dynamic marketing techniques. It offers an exhibitor opportunities for demonstration and presentation unmatched by other media. However, when an exhibitor has to invest more in the medium than he can hope to get out in sales, this ends it."

"Our big job, today, is to make each dollar invested by industry in exhibits do twice as much as it did last year. It is only when exhibit results far outweigh investment that EP&DA members will prosper."

While special EP&DA committees try to whittle down costs and devise cost-cutting procedures, they have come up with a half dozen things exhibitors can do, too:

- 1. Plan early:** One thing for which you get nothing is double-time charges. Why pay twice as much as necessary? "More money is wasted by last-minute Charlies than in any other phase of exhibiting," says EP&DA.

- 2. Shipping facts:** Another big cash eater is the last-minute frantic search for an exhibit in transit. Long-distance calls, last-minute exhibit substitutions, air shipments, all contribute to unnecessary costs. "It's really a very simple thing," according to EP&DA. "Check with your carrier to learn when your exhibit should arrive. Send complete facts to the man who is to receive the shipment. Tell him the carrier, expected arrival time, weight of ship-



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ments, contents and waybill numbers. Without all this data, it is not difficult for a man in the destination city to trace a delayed or missing shipment. Make it a practice to send details of shipping to someone at the destination. Nine times out of 10 it will be unnecessary. But that 10th time, it could save plenty in time, cash and aggravation.

3. Use a check list: "Even the experts — especially the experts — use check lists," EP&DA points out. "We have devised several with cost saving in mind. When you forget something, you pay for it." EP&DA's check lists, "Quick Hints" and "Convention Show File," are available without charge from any EP&DA member.

4. Show information: "Here's an expense and worry item that exhibitors cause themselves. It's last-minute changes on the show floor made necessary because the exhibit does not meet show regulations," EP&DA says. According to EP&DA's cost-cutting sleuths, this practice costs more money than you might expect: Show management sends out bulletins and instruction to exhibitors. However, exhibitors do not pass this information on to their designers and builders. Result, infractions of rules are "designed and built" into an exhibit. To eliminate them, you pay.

"Make it a rule," says EP&DA, "whenever you receive literature from a show manager, pass it on to your exhibit house. Your designer can spot unusual requirements on special regulations and create an exhibit to conform. Unless he knows about this in advance, you suffer."

5. Space Selection: "Let your exhibit designer confer with you when you select space at a show. Generally, he knows the hall so well, he is familiar with every pillar, post and receptacle," EP&DA points out. "He knows which posts may be problems or have some advantage in your overall design, and he knows how traffic usually flows in most halls. Too often, exhibitors select space and hand designers problems that could have been avoided (and save money). It doesn't cost any extra to use the hall experience of your designer, so why not call on him early and save yourself from a possible added expense?"

6. Setup Service: "Unless yours is a self-contained exhibit which sets up by merely swinging open a packing case door, it pays to have your exhibit erected by a competent service organization," says EP&DA. "Your local

EP&DA builder can arrange to have a fellow-EP&DA member in the show city set up your exhibit. Through uniform erection instructions and with complete full-time service crews, EP&DA organizations can take advantage of straight-time set up and dismantling."

Under emergency conditions, local EP&DA chapters often pool resources to supply erection service equitably. For instance, when a big show hits town and there is an unprecedented demand for setup service, EP&DA members can create an order pool.

All orders for exhibit setup go into the order pool. Orders are timed and distributed in order to EP&DA service organizations. Thus, each organization shares the load and this even distribution of orders helps to eliminate bottlenecks (and increased costs). If one service organization had five orders on tap while another had two, somebody might be heading for overtime. Through the order pool, even distribution of work allows the limited time for move-in and move-out to be used most economically.

One phase of EP&DA's work that is aimed toward improving the exhibit medium is its Industry Cooperation Committee. This group works with show manager associations and auditorium managers. Through conferences, ideas are exchanged and problems discussed to create smoother working shows.

And on the subject of conferences, EP&DA holds conferences with exhibitors themselves. "Many local chapters of our organization regularly invite panels of exhibitors to their meetings," EP&DA reveals. "These no-holds-barred panels are free to say whatever they like. We want to hear exhibitor ideas and needs. We want to know their problems."

"Right now, exhibit designers of America are deep in creative searches to make exhibits more compelling, more productive and less costly. As the man says, 'It ain't easy.' We can bargain with labor (our biggest cost) but we can't stop natural gains. Our aim, however, is to make every cent that goes into exhibits pay off in marketing gains for exhibit buyers."

"No matter how we plan and no matter what procedures we devise, final cost saving will always remain in the hands of exhibitors. In the last analysis, only early and thorough planning with an ethical, competent designer and builder will help you get full return on your exhibit investment." ♦



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Dear Meeting Planner:

November 29, 1960, will mark a new era for the men who plan the nation's conventions, sales meetings and trade shows. It's the date that marks the opening of the International Convention Planning Exposition.

This exposition and forum will be unique. It will provide you with ideas and practical help to make your sessions come alive.

In the beautiful new \$6-million Las Vegas Convention Center, this new kind of exposition brings together the top authorities on how to plan meetings that get results. The exposition hall will present the latest equipment, services and facilities to help make your meetings more productive.

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INTERNATIONAL CONVENTION PLANNING EXPOSITION



NOV. 29, 30 and
DEC. 1, 1960
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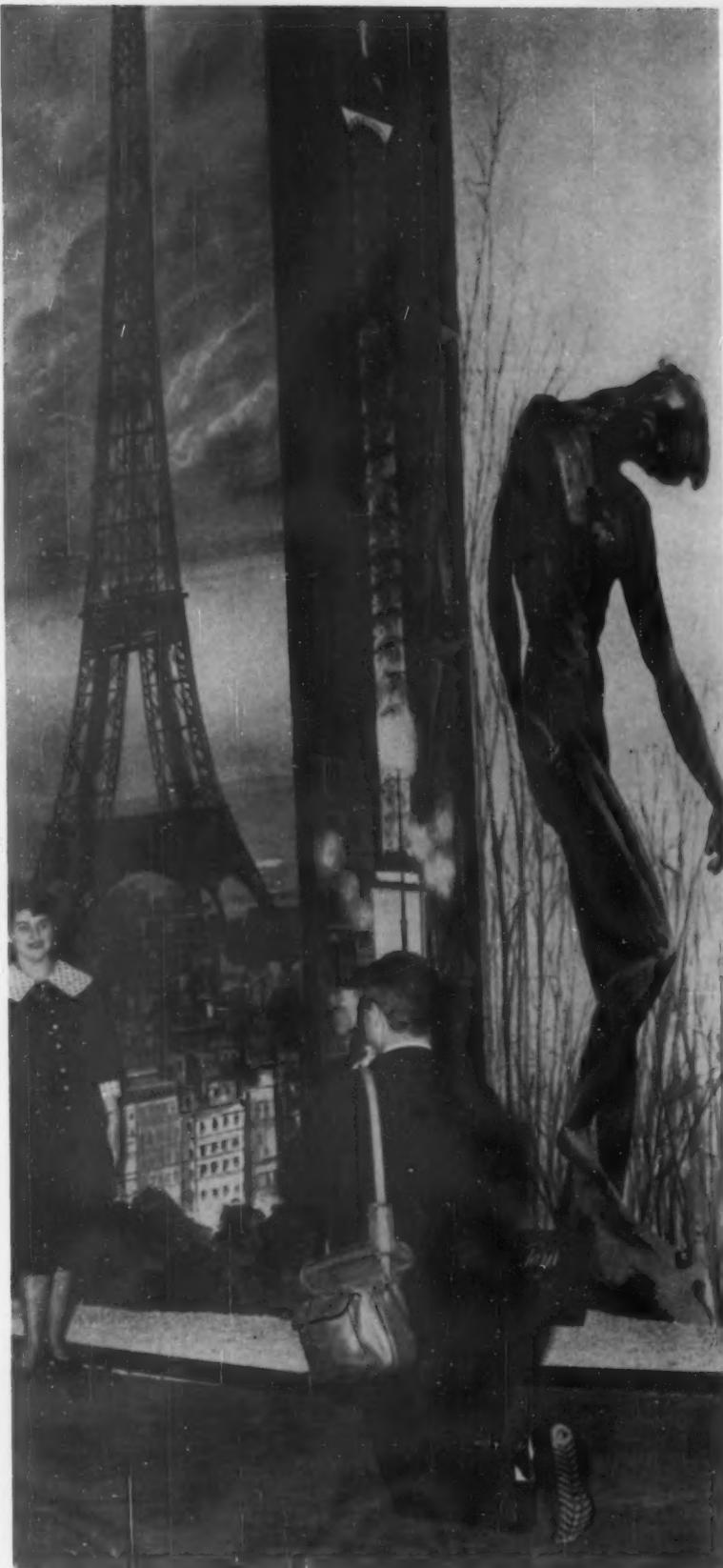
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French Most



Frenchman Roland d'Albis finds it necessary to be able to interchangeably speak French and English in a single telephone conversation. As head of French Expositions, Inc., New York City, he acts as go-between for parties interested in French exhibiting in the U. S.

Americans who work with d'Albis think of him as the voice of French exhibitors in this country. His organization is a non-profit corporation which is subsidized by the French government.

D'Albis operates an exhibit service to French companies. He arranges for French companies to buy exhibit space in American shows. He provides special promotions and publicity for French participants. He takes the responsibility for shipping schedules to see that exhibits arrive in time.

Probably his most important service is the exhibit advice he gives French companies. While the exhibit design is a company decision, d'Albis outlines the most inexpensive way companies can effectively participate in American shows. Companies query him as to the type of shows in which they should participate. French Expositions advises companies as to the proper shows for them based on products manufactured.

Whether a French exhibit should be built in the U. S. is a question which d'Albis often determines. At times it is cheaper to build some types of exhibits in France and have them shipped to this country. In other cases, he finds an American company to build exhibits for participants.

French Expositions was organized in 1948. Prior to that time there were no French exhibitors in the U. S. — outside possibly at the 1939 New York World's Fair. Since 1948, d'Albis has gathered a mountain of experience in dealing on the American market through exhibits. In the beginning, many of French Expositions' activities were largely trial and error.

Today, France is in a position to know more about American exhibiting than possibly any foreign country. When asked if there were other countries with similar organization, d'Albis

PHOTOGRAPHIC SETTING is paintings by artist Harry Gricevics, Philadelphia.

Active Foreign Exhibitors Here

French insurance company lends money to manufacturer who wants to exhibit here. Loan is paid back from profits on sales in U.S. After loan is paid, manufacturer continues to pay percentage on profits of sales here. France has exhibit office in New York.

reports, "I do not know of any permanent organization comparable to ours. With the exception of Denmark's plans to create a similar organization," he adds, "most countries have exhibit committees, but they do not maintain an office in the U. S."

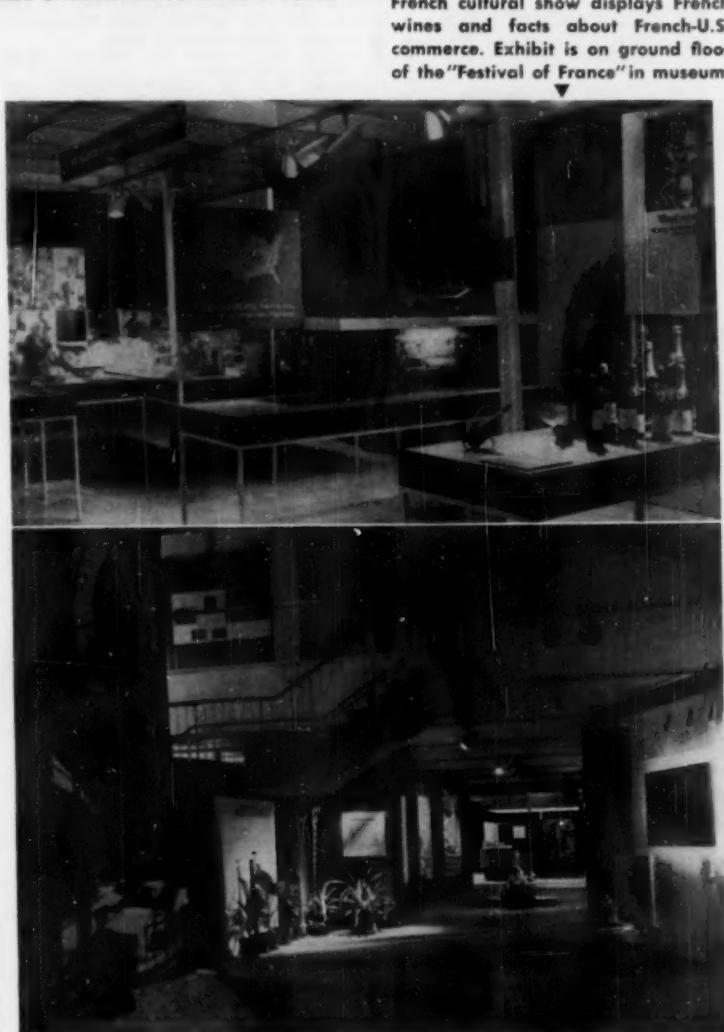
Manager d'Albis believes that it is important to maintain a permanent office in this country. He reports, "Show managers like to work with someone they can reach easily." He further speculates that more opportunities have been open to French exhibitors because of a permanent organization like French Expositions.

Once a company expresses a desire to exhibit in the U. S. and space is arranged through d'Albis, show requirements are forwarded to France. While all his services to exhibitors are free, no portion of exhibit space, production or transportation is paid by French Expositions. He emphasizes, "We give services, but never money."

France has a unique financial arrangement for French companies who wish to exhibit abroad. A government sponsored insurance company loans money to a company to exhibit in the U. S. Loan is paid back out of the profit from sales here. Once loan is paid off, company continues to give a percentage of American profit each year as interest. Program is a system whereby successful companies help others to become successful through foreign exhibits.

French exhibiting in the U. S. takes on broader proportions than just commercial exhibiting in specialized American trade shows. Actually, there is a three-phase program which goes on around the year.

One area is the vertical shows or regular trade shows. French companies exhibit in shows such as science, food, sportswear, textile and packaging. D'Albis considers this type of show an American innovation. He

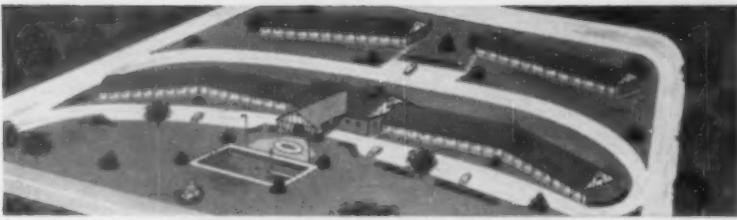


INTERIOR of French Pavilion with French cultural show displays French wines and facts about French-U.S. commerce. Exhibit is on ground floor of the "Festival of France" in museum.

explains, "Shows in Europe do not cater to one specific group of people or trade. They are held for the public in general." Specialized shows in the U. S. give French companies an opportunity to direct their products to the people most interested in them.

French companies also exhibit in the so-called horizontal show. More like European shows, horizontal shows usually include the public and appeal to everyone across the board.

Wide interest shows give French companies an opportunity to develop



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multi-exhibits with a range of products. Some of these horizontal shows lend themselves to portrayal of the culture of France.

Less commercial aspect of French exhibiting in the U. S. are French cultural shows. American companies often wish to use the French flavor in special promotions. To obtain necessary items, they many times work through d'Albis. Neiman-Marcus, Dallas, with the help of French Expositions, staged a French week. Arrangements were made for products, posters and pictures. A Paris fashion show was imported as special promotion. Even French newspapers were sold to visitors to add still more flavor. Similar arrangements have been made with department stores throughout the U. S.

High on the list of cultural activities was Festival of France, a recent exhibition in Philadelphia's Commercial Museum. Eight-week presentation, in which France and Philadelphia joined hands to promote better understanding, occupied the major part of three floors. Some 30 sections of exhibits depicted French life. Special features such as concerts, cuisine demonstrations, fashion show, travel talks, and films were presented at various times throughout the eight weeks.

Included in Festival of France was a children's festival in which all were dressed in authentic costumes. They performed the Maypole dance for spectators on the third floor. To set the mood for the dance, posters were plastered all over the auditorium-concert hall walls. (It was the largest collection of French posters shown anywhere.)

While not actually an exhibit, a sidewalk cafe erected inside Commercial Museum gave a Parisian atmosphere. Visitors could actually order refreshments while looking over other portions of the festival.

Fashions were displayed in an exhibit entitled "Avenue of Fashion." Ten shop windows stocked with French fashions were on view to visitors who strolled through the "street." Mood was similar to what one might expect to find in Paris.

Two fashion shows were given in addition to window fashions. A collection of Paris-designed original gowns, suits and dresses were shown in January. A March gala showing of 45 Spring originals, direct from Paris, were worn by 15 French models and presented at Festival of France.

A model of Philadelphia's Independence Hall was set aside in a small auditorium room. Spectators came into room and sat down for a special presentation. Reason why exhibit was used at festival was that it



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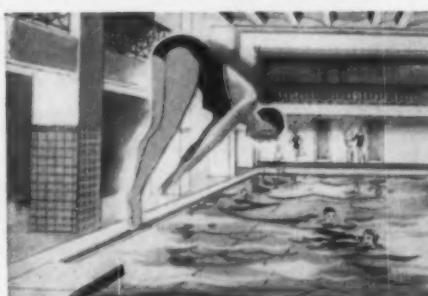


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had special French lighting which flashed and "danced" to music. Exhibit is actually to remain in Philadelphia as a tourist attraction.

Aubusson tapestries made up a most impressive portion of Festival of France. Designed by modern artists and woven by a handskill that has been famous since the 8th Century. The 21 tapestries in collection are priced at \$51,925. Collection was sponsored by the French Ambassador and the French Associations of Artistic Action. Tapestries are now touring the United States under the direction of the Smithsonian Institute.

Cultural shows such as Festival of France help cement good relations. While French Expositions services those who wish to put together such a show, it in no way pays for any of the cost. Actually, Festival of France was planned in Philadelphia by the Commercial Museum. Yet, many of the exhibits were obtained through French Expositions acting as liaison for the Philadelphia museum.

Department store projects at first were generally the only type of exhibiting open to French companies. American show managements did not always allow foreign exhibitors into their shows. However, since 1948, more exhibit opportunities are opening to the French. D'Albis believes, "Maintaining a permanent office has opened more opportunities."

Besides d'Albis, only other full-time employe is his secretary. A "floating" staff is picked up for individual projects. Many of these people are volunteers, but professional people are also hired at times to provide specialized services.

French Expositions, although completely separate, is like a little brother of Le Comité Permanent des Foires et Manifestations Economiques à l'Etranger, Paris. The committee is a permanent organization in France which promotes French exhibiting all over the world. French Commercial Ambassador Herve Apiland works with both the permanent committee and French Expositions in order to build more commerce in the U. S. for France.

In looking ahead, d'Albis does not foresee France as a major contributor to the American market in the 60's. Reason for his conjecture is that France does not at this time manufacture many products that are marketable in the U. S. Evidence that French companies are eyeing the U. S. market is the increased number of companies to exhibit here.

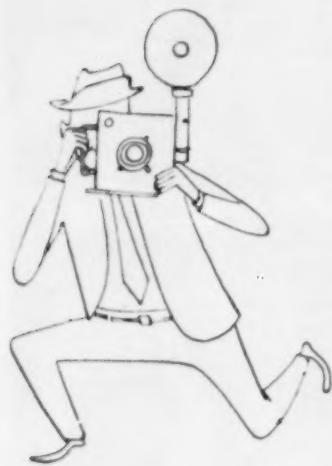
When asked his opinion on exhibiting in Europe as opposed to the U. S., d'Albis explains that European shows

are larger, although less frequent. Most European shows charge substantial admissions. He relates that the European public pays equivalent of 50 cents. (In Europe, price is considered steep.)

Intensity of French Expositions ac-

tivities here in the U. S. reflects an attitude held by more and more American companies. Marketing through exhibits has proven itself and apparently there is no end in sight as to how big exhibitions will grow.

PR at Industrial Shows



How's Your Company "Sold" to the Press?

By ED GREIF
Partner, Banner & Greif Public Relations

One of the more common success stories told about industrial expositions runs something like this:

Company sales manager is on hand at his booth. In walks a prospective customer, highly prized by the exhibiting company. "You know," the sales manager reports a half hour later, "we've been having salesmen call on

that prospect for three years and he's never talked with them. He's never even seen them. Now he strolls into our booth, chats a while and asks me to have a salesman call on him!"

This familiar tale, with its mildly ironic twist, is heard in many variations at any worthwhile show. It is one of the reasons why industrial ex-



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Director of Sales

positions grow larger and larger.

Question which has occurred to me over some 15 years of attending these shows is this: If the sales department is so successful at these shows, why doesn't it pass the word along to the public relations department?

Exactly the same situation prevails among editors as it does among customers. Frequently, the PR department tries for an extended period to get to see an editor long enough to place a major feature story. Frequently, it is impossible to do so.

Then, at the exposition, the editor walks into the booth to seek news about the company.

What happens? He walks over to the nearest man wearing an exhibitor's badge. This man, it develops, is just a sales trainee but the editor is courteously turned over to one of the older men. This man, in turn, proves to be the Des Moines distributor who has been invited by the company to act as booth attendant for one day. He has spotted an old Iowa friend—a top account—and our distributor has no intention of interrupting his conversation to talk to an editor when there is a possible sale in the offing.

So the editor stands around for a moment or two until another booth attendant spots him. Sometimes it is another sales trainee and the editor will get the same treatment all over again. If he is lucky, the editor will be told that the sales manager is the only man authorized to give information to the press.

Where is the sales manager? "Out to lunch. Why don't you drop back in an hour or so?"

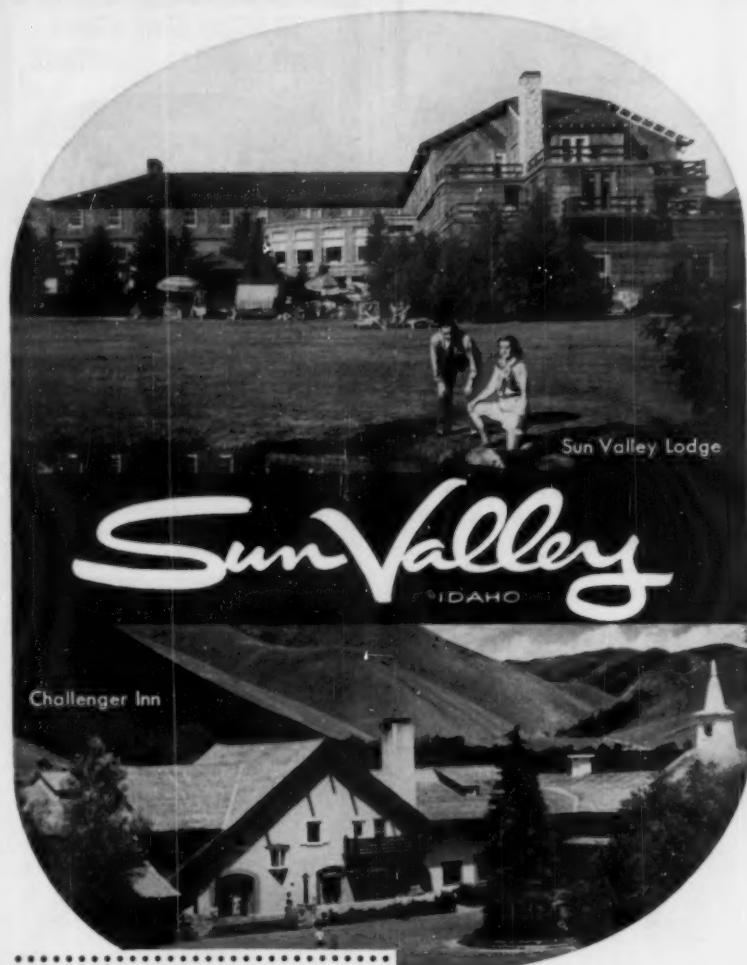
Every company executive who has ever attended an industrial exposition knows that trade press editors will be out in force. A press corps of 50 or so is not uncommon. At a really big show, number of editors is close to 200 and number of publications they represent is much larger.

Why do so few companies take advantage of this obvious situation—an opportunity to speak to editors who are willing to trudge long aisles in their search for news?

Contrast the editor's experiences of the preceding paragraphs with a better planned welcome. It is not quite so common, but it does happen.

Company PR executive—he may be a company employee, or he may be from an agency—arrives in town the day before the show opens. He knows, from correspondence or telephoning, which editors will have checked into their hotels early. A few more telephone calls and a pleasant evening is arranged before the pressures of the show really start. It is here that friend-

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ships for the company start which will have lasting effects.

Next morning, the PR man is in the show's press room to greet editors as they get their badges. He will be making appointments to meet them at the booth for a special, private demonstration of that new model the company is unveiling. With others, he will simply leave a news release and offer to make available any special photos the editors need for their own editorial requirements.

That evening, a small, intimate get-together will be arranged at the company's hotel suite. Top company officers will be there for an introduction, a short chat and a bit of refreshment. Both officers and editors are really busy now, but the editors will welcome the opportunity to get to know the officials they are writing about.

Shuttling between the press room and his company's booth, the PR executive will always leave word where and when he may be reached. All press inquiries will be turned over to him. When an editor needs to speak to a specific company executive, he will arrange an interview personally. When he needs some technical information, the request will not be handled in the routine manner which visitors' inquiries get. A quick, long-distance telephone call will have the literature on the editor's desk before he gets back to his office.

Principally, however, the company spokesman and the editor will be meeting for a "selling" session. Ideas for by-lined articles will be considered for the coming year. Special needs of editors will be discussed and better service arranged. The PR executive and the editor—once the proper relationship has been established—will find telephone and written communication far more effective for years to come. There still is no substitute for face-to-face understanding.

Basic to all this is common understanding between the sales executive and the PR executive that the company story must be "sold." Sales executives, once they understand the approach and the need for it, can be of considerable help where "selling" is concerned.

Given the basic understanding, the mechanics should be relatively easy. Corporate image everyone talks about these days will be considerably enhanced. The sales manager will be pleased to find that many of his customers can read and that, once interested, they will buy. The PR executive will find the days away from his desk fruitfully spent.

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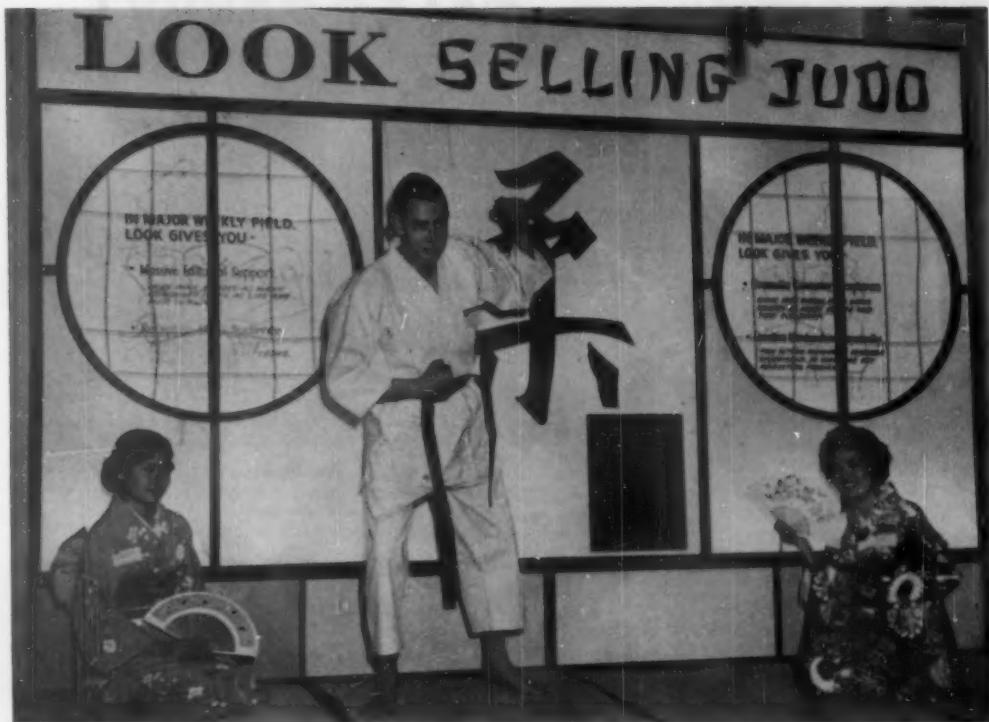
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JAPANESE HOSPITALITY is offered by Look Magazine to menswear conventioners to sell advantages of advertising on both national and regional level.

Judo Exhibit Sells for Look

**Room in hotel converted into Japanese setting by exhibit design.
Judo theme draws crowds to Look's exhibit at menswear show.
Unusual approach for this kind of show proves value of idea.**

The idea behind an exhibit is what really counts. Look magazine demonstrated that you can beat your exhibit competition into the ground with a strong idea. Elaborate settings and attention gimmicks will succumb to true creativity is the lesson to be learned from Look's exhibit at a recent menswear show in California.

Look started with the problem: How can we effectively tell menswear manufacturers and retailers to advertise in Look? To help find the answer the magazine called in Display Workshop, Inc., Hartford, Conn. Look's Pete Muckenaupt, acting as exhibit liaison to Display Workshop, says it took weeks of careful analysis and lengthy planning for the exhibit de-

signers to develop the judo theme used at the show.

People sometimes feel that creativity is a flash of inspiration. More times than not, quite the opposite is true. Professionals will tell you that most often pure drudgery is responsible for good exhibit ideas.

Look entered the California convention (National Association of Retail Clothier and Furnishers) on the strength of an exhibit idea alone. Magazine used none of the usual promotion tools available such as advertising, publicity, handouts and local announcements. Only mention the Look exhibit room had was the normal alphabetical listing in the menswear convention directory. Visitors were

pulled to the exhibit room by exhibit appeal alone.

Pete Muckenaupt explains that first day traffic at the exhibit was what was expected normally. After the word got around, the Look exhibit became a show stopper. Exhibit visitors came in such numbers that handling traffic in and out of the hotel room became critical.

Look successfully competed on the strength of an idea, but even more important is the careful analysis that went into the judo idea. Factors had to be considered which indirectly shaped the theme. "Two important characteristics of Look readers are age and location," says Muckenaupt. Readers for the most part are younger

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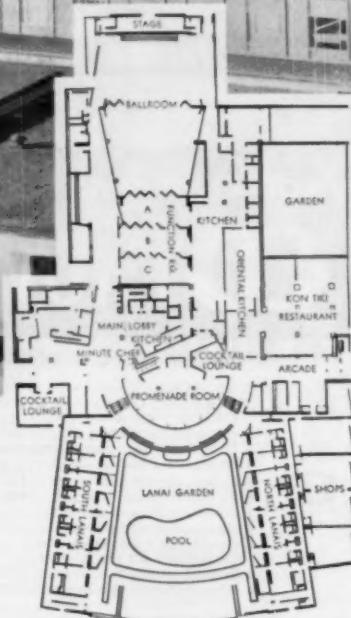


Here's a brand-new luxury hotel that combines indoor-outdoor living with these ideal convention facilities:

	Banquet Capacity	Meeting Capacity
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John H. Moore, Sales Mgr.



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SERVALL CO.—You PROVED a BIG point!...that

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DICTAPHONE CORP.—Enjoyed the finest of all

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Write or wire
DICK ELTERMAN
Director of Sales



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BANQUET HALL

AUDITORIUM

EXHIBITORIUM

100% AIR CONDITIONED



JAPANESE AMERICAN GIRLS walk up and down hall carrying parasol to drum exhibit traffic to exhibit in room.



MENSWEAR CONVENTIONEER is aided with sandal. Ceremony induces guest into proper mood before sales pitch.

people who foresee higher incomes in the next decade. They are interested in dress. Readers in rural areas tend to think of the magazine as a report on city life. While urban readers look to magazine as a guide to the latest menswear fashions.

"A magazine that has energetic readers must reflect a similar dynamism in its book to keep pace," Muckenhoupt points out. Magazine's furor had to be conveyed to potential advertisers through the exhibit. "Aggressiveness means growth, and few appreciate success more than advertisers," says Muckenhoupt.

Next step was to use theme of something in American life which reflects dynamism. Sports were thought to best illustrate "action." However, social sports were dismissed on the grounds that everyone is already overly familiar with tennis, golf and swimming. Team sports such as football, basketball and baseball were equally unsuitable because of the number which would have to be crowded into a single hotel room.

Boxing as a sales promotion theme has been over-worked. Such slogans as "get in the ring and fight" have been used so often that they tend to grate the public's sensitivity.

Display Workshop evolved the idea to use judo. It appeared to fill all necessary qualifications. (1) It is relatively an unknown sport in spite of popular trend to master the art of self-defense. (2) Judo principles are similar to those used in competitive business. (Use your opponent's own

strong points against him. Continually keep opponent off balance with the unexpected.) Look hoped the same type of thinking would win new advertisers.

Strong spectator interest was a factor that carried the decision to use the judo theme. At the same time, its practical application for use in a standard 14 ft. by 17 ft. hotel room worked into requirements well.

Common reaction to the Look exhibit room was: What does Look have to do with judo? Perhaps some even wondered about the connection between judo and menswear. Reaction was expected and two real Japanese girls (American born but dressed in authentic Japanese garb) escorted exhibit visitors around the room to explain relationship. For any questions which might come up too envolved for the girls to handle, a Look man was on hand to answer questions more specifically.

To attract more visitors, girls often walked up and down hotel hall while holding a parasol on which was printed, "Look Merchandising Judo Lessons in Room 3220."

Personally conducted tours caused visitors to feel that they were participating in exhibit. To help further this notion, visitors were actually used to demonstrate judo throws. None were exposed to the actual execution of holds. As visitors became involved in exhibit, they learned about Look and judo.

Model judo instructor was dressed in traditional judo garb. Uniform

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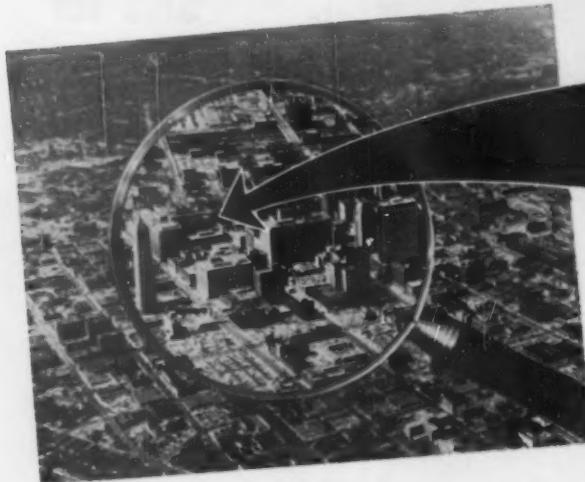
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THOMAS J. MOORE, President
LOUIS L. TOROK, Manager
TOM FITZGERALD, Sales Manager

On Seventh St. between Nicollet and Hennepin Ave.

consists of a white, jumper jacket and trousers. To reduce bagginess a colored belt is tied around waist. In judo the color of belt denotes the proficiency a man has acquired in the sport. Belts run from white to brown, green and black. Black belts are worn by the most accomplished judo men in the world. Usually it takes years for the most dedicated men to earn a black belt. Look's judo man wore black.

Exhibit copy told visitors about

Look's advertising value. Copy on walls told of the prestige of the magazine, amount of editorial stories written on menswear and information which wary advertisers want to know. Even with direct message on exhibit walls, over-all approach of the exhibit was "soft-sell," which perhaps did more to enhance Look in visitors' eyes than a more direct commercial approach.

To stage such an exhibit room is not easy without encountering prob-

lems. Display Workshop found it had to cope with a sticky one to build an exhibit which would work in a hotel room.

Exhibit traffic was a major hurdle which had to be solved. It was necessary to find a method to allow people to enter and leave through a single door. Answer to the traffic problem was that visitors would be guided through in groups by Japanese girls.

While no one actually had to wait in line for any extended period, an

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even flow of convention visitors to room gave onlookers the feeling that room had something worth-while.

► Room decor was another problem which had to be faced. Would it fit into the Japanese motif? Solution to this problem was to reduce the normal influence of the room's atmosphere as much as possible. To do this, the room was stripped of all furniture. Hotel light fixture was taken down and in its place a giant Japanese lantern was hung. Exhibit ran across hotel room windows so there would be no distracting influence. Luckily, the room wallpaper was subdued in design. Faint design never competed with exhibit as some harsh flowered wallpaper might.

Most of the hotel wall was covered either by exhibit or props, since planners in the East did not know ahead of time the decor of room and didn't want to take a chance. Over-all impact was that the Japanese flavor was lifted from the Orient and placed in the U. S. Yet, the exhibit had commercial enough appearance to remind visitors that the magazine was here to sell Look.

► Costumes for exhibit personnel were all purchased in Los Angeles' Japanese section. Girls were hired locally for beauty and true Japanese appearance. Look did not attempt to hire some well-known Hollywood celebrities, since it was felt that flavor was more important than personalities. Model judo instructor was hired on basis of being able to handle menswear conventioneers as well as show judo tricks.

► Color scheme of exhibit gave soft effect. Exhibit impact was dynamic with the gentleness of Japanese girls as escorts against the direct contrast of the strong, aggressiveness of a judo instructor. He indirectly told conventioneers that Look magazine gives advertisers the power to accomplish their goals.

Including the specially designed exhibit, transportation to the West Coast and back, and hiring people to man exhibit room, budget for the total project was modest. Cost to Look magazine was approximately \$3,000.

Look knew its merchandising judo had impact when other exhibitors openly showed concern about Look's exhibit room. One exhibitor at the menswear convention reportedly demanded, "Close up your room for a while and give the rest of us a chance." Once you hear the others cry uncle, you fully realize the power of an idea. ♦

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MODULAR PRINCIPLE stacks high to give Xerox exhibit mammoth look with economy. Man sits in private conference space at far end, behind center machine, for conferences.

Module Units Grow with Need

Haloid Xerox adds to module exhibit units as budget and needs increase. Units designed to stack as well as stand side-by-side. Modules don't serve every need for Xerox but cover most well.

By C. R. SHOWALTER, JR.
Vice-President, W. A. Displays, Inc.

Displays and exhibits can play an important part of any sales program even though the amount budgeted for the medium may be small in comparison with the total sales promotion budget.

Although companies may spend less money on exhibits than other promotional media, they still expect more from exhibit designers than a booth that just does the job. They want smart, modern design and flexibility which gives companies more for their money.

One answer to more for the customer's money is modular exhibits. These exhibits provide a family of exhibits that a company can build as it has money to budget. Advantages of modular exhibits are that they keep

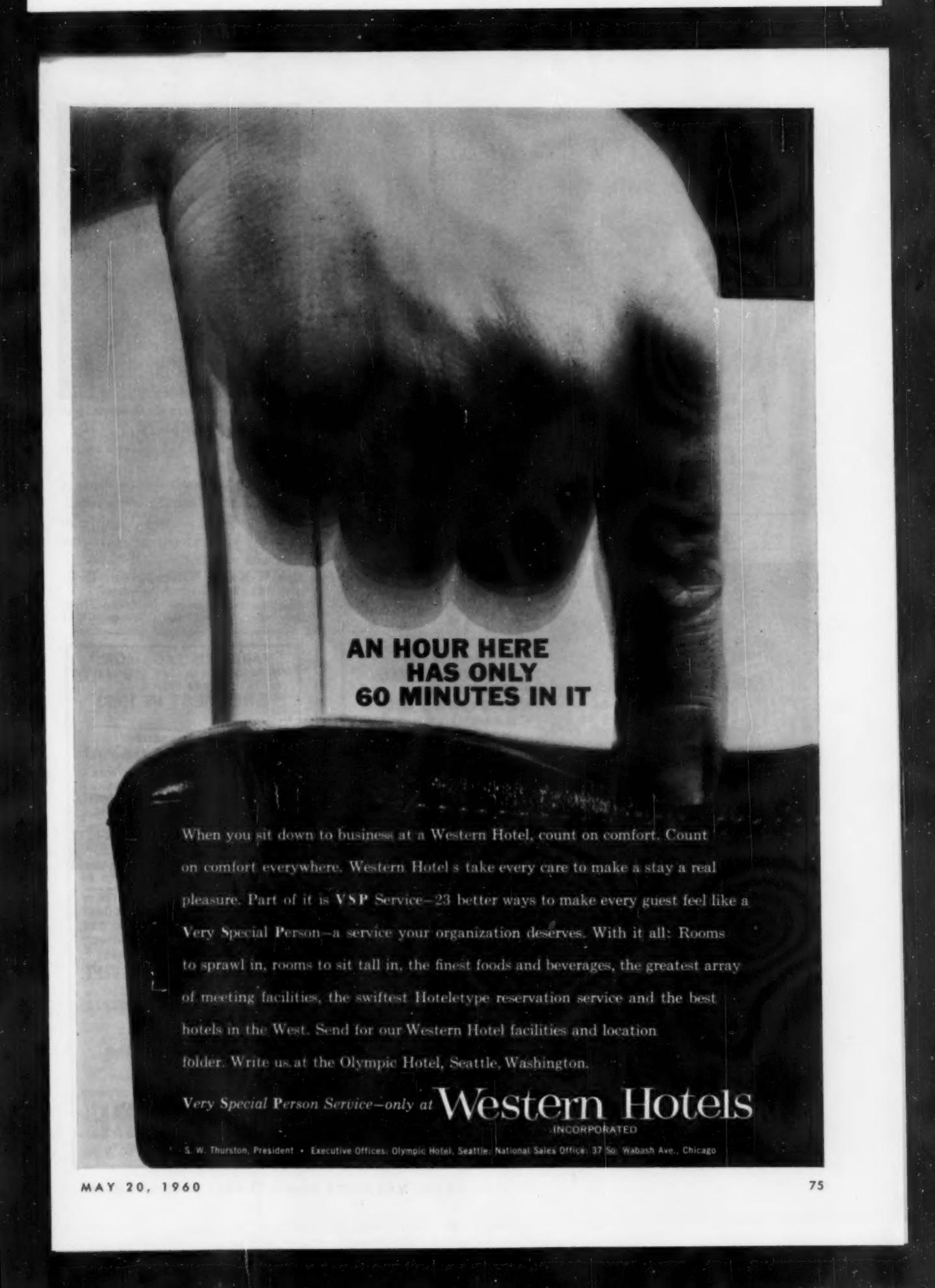
individual show inventories small, holds warehouse and freight costs to a minimum, provide flexibility, and eventually related elements go to make up a large-scale exhibit system. Competent exhibit companies now do not think of client's immediate problem without a look at his long range needs. (Especially where budgets are tight, and where aren't they?)

Haloid Xerox, Inc. (manufacturer of document reproduction equipment) is one company that stepped up its promotional campaign for the xerographic process through modular exhibits. An exhibit was designed using five four-ft. units and one eight-ft. unit as basic theme for a major trade show.

Later, two more four-ft. units were

added. Following year, this exhibit traveled 15,000 miles to 14 different trade shows and "talked" to over 51,000 selected potential customers. Show was split up, scheduled, routed and regrouped many times. Xerox exhibit was basically a half dozen displays with little or no extra work required to meet show schedules.

Last year, Xerox had need of a large exhibit for an important trade show. Special need gave company opportunity to expand the company's family of modular exhibits. Instead of building one giant exhibit at great cost, 10 were built which when put together made a large impressive booth. These 10 units can be used in combinations with each other, and with the already existing units built before.



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ROOMS AIR-CONDITIONED * "ONE
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Wit. 7-3700

From two basic shows, 18 separate displays were "born." Combinations of these 18 units now serve the majority of the company's show requirements for another year, at least.

Modular exhibit was designed to fit a 10 ft. by 35 ft. area. Problem was to provide company identification, demonstration area, standby machine, conference section, walk-through area, and 80-90% re-use value. Answer to accomplish goals was height gained by double-decked modular units. Plans called for one unit to be upside-down to its twin to make a unified functional design element.

Modules were bolted together through each "header" which housed a commercial two-lamp fluorescent fixture with vinyl diffuser sheet. One-inch-square steel tubes were bolted vertically to the rear of each bottom modular back panel lapping the upper unit. In this manner, two modules were tied together to make a 4 ft. wide by 16 ft. high section. Two of these larger sections were placed side by side, spacing panels next, then two more for a walk-through area of 8 ft. A corner unit of flat panels provided room for chairs, small corner table and folding screen. A final 4 ft. by 16 ft. section was added.

Each modular unit folds together to fit into a crate 50 in. by 50 in. by 32 in. Header (top panel with company's name) and two, 4-ft. metal tubes are the only separate parts when packed for shipment.

On top of the stacked modules was bolted a 4 ft. high background to set off the back-lighted dimensional letters. Thirty-eight hundred watts of lighting accented the basically black, white and turquoise color scheme.

Stove pipe lights, screen panels, flat panels and large dimensional letters were necessary to tie the 10 units together in this case. Possibilities of stacking are limited only by the designer's thinking.

What are the advantages of a modular exhibit? (1) Display of this type are fast to set up. First Xerox 30-ft. exhibit was up in less than half hour by two men which means low installation costs. (2) It creates compactly for low storage costs. (3) It is relatively light in weight for lower shipping costs. It facilitates and expedites individual show planning which allows lower administrative and design costs. (4) It provides a basic format for new promotional material at lower production costs.

Xerox's Advertising-Sales Promotion Manager Bill Hesketh says, "With a schedule of up to 30 national and regional shows each year (in addition to many local shows) it is imperative that great flexibility be built into our ex-

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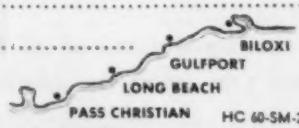


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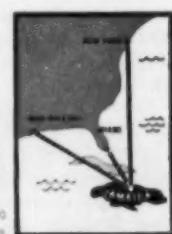
Jamaica has 1001 things to do and see when business is finished. Jamaica defies anyone to be bored.

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hibits. Each one must be designed to fit many different situations. To do this without loss of exhibit individuality and freshness requires the best creative and design efforts of exhibit builders. Success in these efforts means that one good exhibit can do easily the work of 10 hastily or poorly designed exhibits at lower costs."

Modular exhibits are not the last word for all exhibiting problems, but

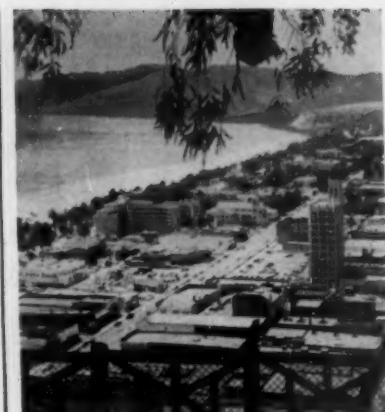
they do have a lot to offer companies with a reasonable amount of show commitments. Even Xerox has its specials, such as its Copyrama Road Show and its Grand Central exhibit, but here again re-use value was a considerable factor in initial design stages.

With high costs of trade show participation, exhibitors want more for their investment, and they do with the modular approach. ♦



From Arena to Banquet Hall—Eight Days

TRANSFORMATION of Omaha's Civic Auditorium (top) into a colorful banquet hall to seat 2,200 people (bottom) called for 14,720 yards of taffeta material. Key to the changeover was suspension of drapery walls from the ceiling of the auditorium with a spider web of ropes and cables. Drapery walls rose 42-ft. high. Chief Designer, Lynn Stacey, Freeman Decorating Co., says, "Trickiest problem was to perch a 79-piece orchestra, conducted by Arthur Fiedler, up among the balcony seats and to back up the orchestra with a rear projection screen." Screen was used for slides in a musical "Around the World" production number. In the center of the arena a chandelier 36-ft. in diameter, 16-ft. high, with 50 lights was suspended. Cloth material of chandelier covered the arena scoreboard for sports activities. An Indian-head medallion, 16-ft. in diameter, was hung behind the speakers' table. Also a larger 20-ft. rendition of medallion was displayed outside the Civic Auditorium. Occasion was Mutual of Omaha's Golden Anniversary Banquet, which was nationally televised. Hall transformation took eight days. It took four months to ready materials.



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To Prevent Exhibits That Don't Fit

Service company now making detailed drawings of exhibit space in three cities. Aim is to forewarn exhibitors and exhibit builders of obstacles; columns with uneven dimensions, fire hoses, extinguishers, heat radiators. They seldom show on floor plans.

Last fall a Midwestern company was participating in a major trade show in Philadelphia with an exhibit to introduce a new and important product. Everything about the display needed to be truly top-flight and imaginative in concept, precise in construction, exactly right in all details.

Working to the usual floor plan, the company's exhibit builder blueprinted a handsome display which was then built with utmost care and confidently shipped to the Quaker City for installation.

There, right on schedule, the service crew went to work. And, immediately found themselves with a peach of a problem. For one thing, the carefully planned, beautifully-built display just wasn't going to fit. Supporting columns in the exhibit area — around which the exhibit builder had nicely designed the display — were not perfect rectangles as shown on the floor plan. Column base had one set of measurements, for the rest, another.

But this wasn't enough. There on the wall was an unexpected fire hose; not only an eyesore to be reckoned with, but one that the crew knew had to be kept accessible.

Faced with these unexpected developments, the service chief felt not unlike the man who said to his tailor, "Sam, you made the pants too long!" And, as in that well-known case, some drastic and immediate alterations were needed.

Experts in their field, crew members turned into jugglers — and went into their act. Working by day and by night, incurring hundreds of dollars of additional expense in manpower and materials, they were able to adapt this carefully crafted display to the unexpected obstructions and obtrusions. The exhibit was ready for the show opening, but it scarcely had been an auspicious beginning for a display of such tremendous importance to sales. Says Lou De Cecco, vice-president, Sho-Aids, Inc., "This

one was a 'squeaker' and we just about got by. But it convinced us that we had to do something to make sure exhibits could be installed as built. We don't build them, just service them. We, somehow, had to get exhibits built to fit actual spaces instead of brochure plans."

This type of juggling act is not at all uncommon, as many exhibitors have found to their sorrow. Floor plan of an exhibition hall frequently does not present a precise picture of the booth for which an exhibitor has contracted. A 0'-3" dimension can easily turn out to be 0'-6", if there's a column involved. Utility outlets or heat radiators may not show on the plan. Fire hoses or extinguishers may be missing as may be various other structural attachments.

Small things? Ask the exhibitor who has to tote up and pay the final bill. Or, ask the display people who must somehow circumvent, quickly and on the spot, all the problems that arise because of these omissions and inaccuracies. They constitute a genuine dilemma, horns of which are straddled by both the exhibitor and the installation crew.

This is a dilemma shared, too, by the show manager. He should not be held responsible for supplying inadequate floor plans. He is passing on to potential exhibitors copies of the best plans made available to him. This makes the predicament all the more perplexing.

Sho-Aids solution is simple: This service organization just added another service — and a free one. With offices in Philadelphia, New York City and Atlantic City, it is starting in Philadelphia, and is making detailed drawings of every face of every column and every square foot of wall area of both floors of Convention Hall and Commercial Museum. It proposes to go on to principal convention hotels, and then on to exhibit facilities in the other two cities.

"Obviously, our customers were our first concern," says De Cecco, "but we plan to make this data available free to anyone who needs and wants it. An exhibitor has only to write us in Philadelphia, and tell us the name of the show and his booth number. Detailed drawings of his booth area will be on his desk promptly."

De Cecco feels that this is a service that will be welcomed by exhibitors and exhibit builders alike, for it eliminates the "by-guess and by-golly" method of operation under which they are now so frequently forced to work. More importantly, it eliminates all the extra and wasted cost involved in turning a misfit into a fit. At the same

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TEACHING DEVICE—For sales schools of Link-Belt Crane shovel distributors...it explains flexibility and power flow of unique full-function design. Exhibit at left has plastic gears with clutches, power driven and synchronized with lighting and descriptive captions—all operated by actual control stand that also actuates corresponding hydraulic clutches on actual equipment at right. Exhibit also used at trade shows.

NATIONAL SHOWROOM—This Circular Kitchen was a feature of General Electric Co. Merchandise Mart 7,000 sq. ft. showroom for major appliances at January, 1960 Furniture Market.

TRAILER EXHIBIT—Used by The Dow Chemical Company to show and sell Chemically Engineered Building Products to architects and builders throughout the country.

A SODA FOUNTAIN is used by Mead Johnson & Co. to sample a new medical product in 8 different flavors...proving pleasant taste to doctors who will prescribe it. Used in medical convention exhibits.

CUTAWAY, animated International truck engines are used to show quality workmanship and engineering refinement to prospects, dealers, salesmen, university engineering students. "Seeing is believing."



TRADE SHOW—Exhibit used by The Dow Chemical Company to introduce DOWGARD, a new automotive product. Also used at distributor sales meetings.

SALES MEETING Stage Set—for the Santa Fe Railway—Today theatrical and exhibit techniques are often combined for dramatic and forceful product presentation at Sales Meetings.



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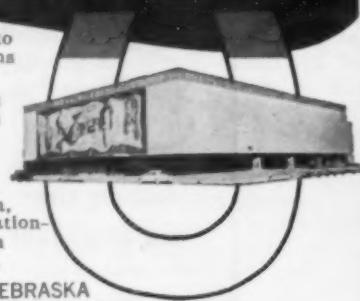
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time, it is expected that this new service will be a boon to show managers who are constantly being hounded for more details on floor plans. Heretofore, these plans simply were not available.

It will be some time before the company completes this program, but De Cecco points out that his draftsmen are doing the job quickly in Philadelphia, and will soon be moving on to the other cities.

Asked if this free service to supply exact floor plans to anybody on any show area in three cities didn't have

a catch in it, De Cecco smiles. "Look at it this way," he says. "We need exact floors to keep our regular customers advised of what to expect at halls in our area. Because they always get different booth spaces, we have to make detailed drawings of entire halls."

"Once we have all halls and hotels drawn, our major cost is over," he says. "Can you think of a better way to introduce our installation services than by making free floor-plan 'stats' available to exhibitors who are prospects for our services?" ♦



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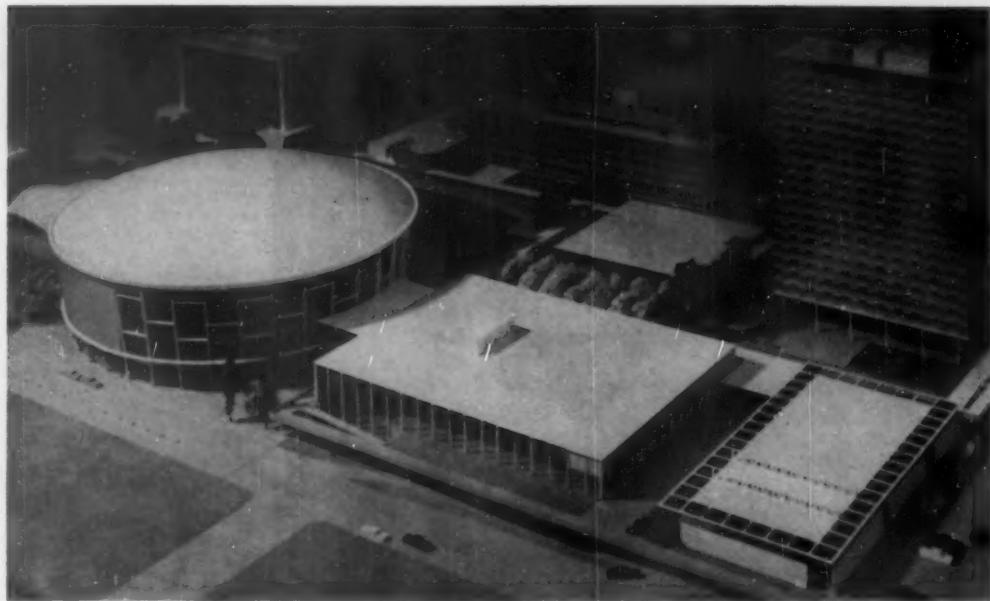
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ARCHITECT'S DRAWING of the Tulsa Civic Center as it will appear when completed. Tulsa citizens approved a \$7.48 bond for project.

Hall Building Is Booming

All over the country, convention and exposition halls are sprucing up or are being built. Atlantic City is putting finishing touches to expansion and renovation. Detroit's Cobo Hall project nears completion. Tulsa and Portland to have new auditoriums.

New and renewed convention halls are springing up all over the country to attract more of the exhibit and convention business. Trend is towards more marketing through exhibits, which has cities planning modern, up-to-date facilities. One example of this phenomenon is Atlantic City.

Atlantic City has long been a favored convention site. Renovation of its famous Convention Hall is scheduled to be completed this June. Site of some of nation's largest expositions, it provides facilities in a resort atmosphere.

In addition to increasing the space available for exhibits and conventions, Convention Hall has been made more attractive both inside and out with its multi-million dollar, face-lifting job. Included in the project was a modern-

istic Boardwalk front with new entrances which is to make area more inviting. Main lobby was redesigned to include more accessible ticket booths and information counters. Emphasis is to make things easier for the Convention Hall-goer. An all-weather tunnel and a two-way escalator system serves pedestrian traffic to and in the hall.

Even more important to organizations seeking a show site is that Convention Hall now offers 320,000 sq. ft. of exhibit space, 33 meeting rooms (to accommodate up to 35,000 people), an air-conditioned ballroom capable of seating 5,000 people, and three exhibit halls which may be operated independently or together. Halls can be converted into one vast display area.

In lower level of Convention Hall,

innovations include a new, indoor street-level entrance which can be reached by a vehicular driveway under the Boardwalk. Tunnel clearance admit double-deck buses, and as many as 20 taxis to unload at once in the weather-protected approach.

From here escalators rise to the Boardwalk entrance and enlarged, 100-ft. lobby. Boardwalk front is glass enclosed with doors operated automatically by electric-eye beams. A 150-ft. wide marquee of stainless steel is illuminated.

There are 170,000 sq. ft. of exhibit space available on the main floor, in addition to the large stage and two sizable meeting rooms. Electrically operated partitions can convert the exhibit space into meeting rooms.

On the mezzanine, serviced by esca-

lators capable of carrying 16,000 visitors per hour, 30,000 sq. ft. of exhibit space is offered. Ballroom there can be set up to handle a banquet for 2,200 guests. In addition to escalators, two descending ramps from the mezzanine floor to the main lobby will handle the overflow.

Convention Hall originally built in 1929 has been a convention center for millions of Americans. With the completion of its renovation, Atlantic City can boast it now has one of the most modern facilities.

► Not wishing to be left behind in the convention business, Detroit has announced near completion of its all-new \$54-million Cobo Hall. Located along the Detroit River, the civic center offers 400,000 sq. ft. of exhibit space, largest in the country. A convention arena capable of seating up to 14,000 is scheduled to be completed by March 1961. Building is roughly in the shape of an "L". Portion housing exhibit areas and meeting rooms runs north and south. It is joined near its southern end to the Arena which will lie to the east. All areas in Cobo Hall are air-conditioned.

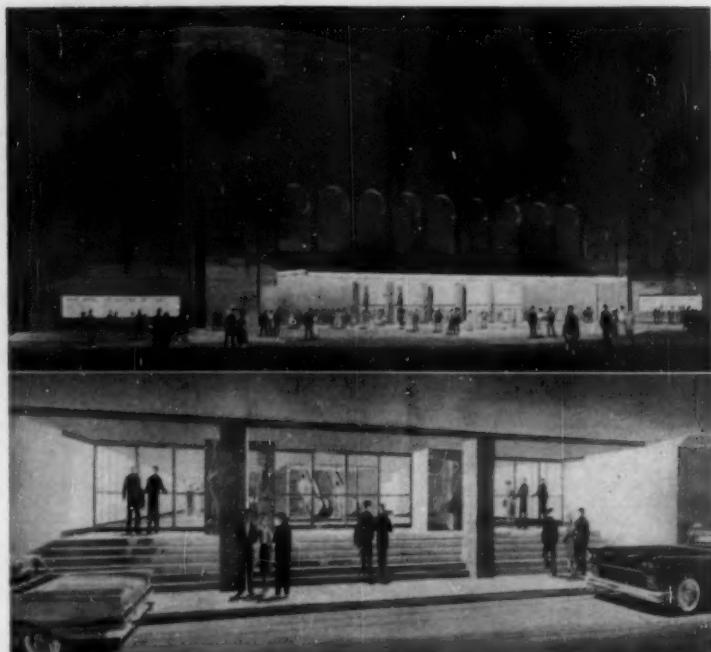
Decline in the terrain between Jefferson Avenue and the River permits the development of two floors on ground level inside building. Each floor has its own foyer entrance. First floor of the building at the River level accommodates the main floor of the arena, exhibit hall, storage space and restaurant. Concession stands will be placed throughout the building, which will be operated under the jurisdiction of the building management.

Second floor will house the major exhibition area, ballroom and other meeting rooms. Main ticket foyer is also on this level. Third floor will have meeting rooms and restaurant.

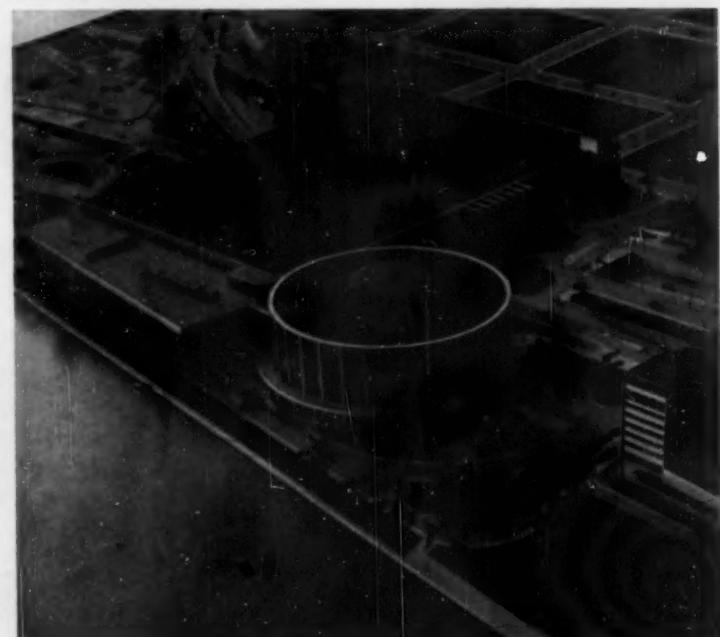
Traffic between floors will be handled by ramps, escalators, elevators and stairways. Designers believe traffic will flow readily between all three levels.

Roof of the exhibit area can be reached by a spiral ramp and serve as a parking deck for 1,150 cars and a possible helicopter deck. A garage for 600 cars will occupy the northern part of the first floor which opens towards Lodge Expressway and Larned Street. Other parking is provided by a 418-car underground garage and a 440-car surface lot. A total of 4,100 cars can be parked within the Cobo Hall area.

Arena's total capacity of 14,000 people will offer 10,000 permanent seats in balconies mounted in a horseshoe arrangement. Group and individual



RENOVATION of Convention Hall, Atlantic City, gives new face lift to front of building (on top). Indoor street level approach (above) makes approach by car more attractive. Escalators conduct people to main lobby at Boardwalk.



AERIAL VIEW of Detroit's Cobo Hall shows two immediate features of center. Its auditorium is in-the-round and has flat-top parking on top of the exhibition hall, which offers 400,000 sq. ft. of exhibit space. Arena will seat 14,000.

dressing rooms can be used in complete isolation from the rest of the arena, which is 23,500 sq. ft.

► Further south, Tulsa also plans big facilities for convention business. Peo-

ple of Tulsa have approved the Assembly Center Bond Issue in the amount of \$7.48 million. Money is to be used to provide the Tulsa Civic Center. In order to build the type of facilities required to meet the exhibit

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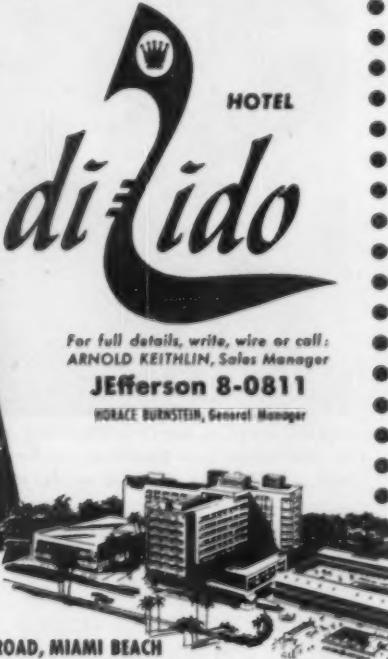
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and convention business of today, additional land had to be purchased. On it a municipal auditorium-coliseum, exhibition hall, assembly hall and parking facilities is to be constructed. Prior to approval of the city's plans, Tulsa owned six square blocks in Civic Center area. Two additional blocks were purchased adjacent to the original city property. Tulsa's Civic Center is to be located three blocks from the approximate center of the city.

Tentative plans call for auditorium-coliseum to contain a total of about 10,000 seats. Exhibition area will be 50,000 sq. ft. over-all. In addition to office space, an assembly hall is scheduled to include one meeting room which will accommodate up to 1,000 persons. It can be divided into several smaller meeting rooms by means of folding partitions.

► Northwest's multi-dollar bid for "big time" convention business will take shape this fall when Memorial Coliseum opens in Portland, Nov. 1. Nine-story-high glass walls enclose a 360 sq. ft. central block. It is an \$8-million public project.

Its central glass core is supported by concrete and steel pillars at each corner to insure a clear view from any of the 13,500 possible arena seats. There are 9,000 permanent upholstered seats in the amphitheater. A 134 ft. by 384 ft. exhibit hall is next door to the arena and offers 53,000 sq. ft. of exhibit space.

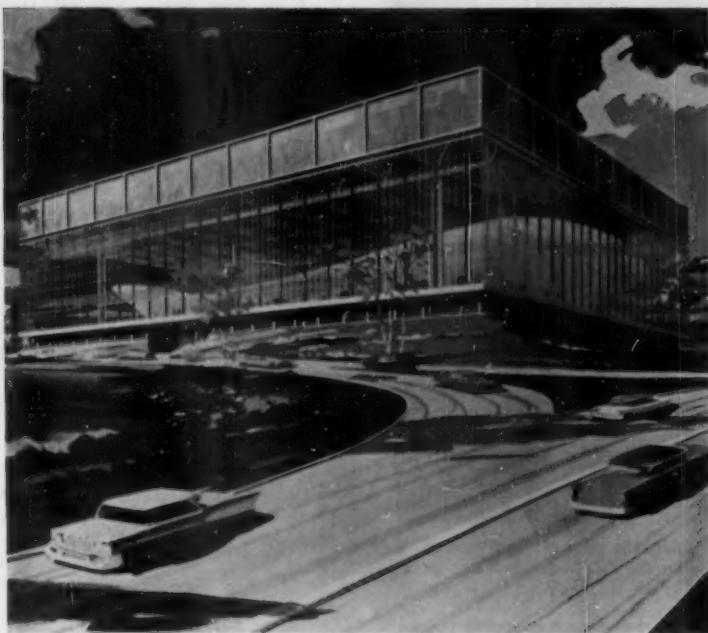
Together the arena, assembly hall, exposition hall, concourse and smaller meeting rooms will offer over 130,000 sq. ft. of exhibit space. Coliseum is located on the bank of the Willamette River five minutes from downtown Portland.

Exhibit areas will supply natural gas, compressed air, hot and cold water, single and three-phase electricity and telephone outlets. Also available will be closed-circuit and network TV facilities.

At the edge of the concrete amphitheater, 330-ft. in diameter, is a catering kitchen that can handle up to 5,000 meals. A 2,500 group can be fed at one time in the exposition hall alone. Balance can be served if required in the arena, assembly room, concourses and smaller meeting rooms.

Assembly hall seats 1,100 people for meetings and 480 for banquets. Two concourses, 31,000 sq. ft., and seven smaller meeting rooms (seating capacity from 120 to 370) provide additional room for exhibits and meetings.

Coliseum will have 2,000 offstreet parking spaces, including roof top areas above the sunken exposition



PORLAND'S COLISEUM is a glass enclosed block in design. The \$8-million structure offers 130,000 sq. ft. of exhibit space and can seat 13,500 people.

hall, plus other parking for another 1,500 cars.

New convention hall plans reported here just begin to suggest the surge of cities that are planning or building modern facilities for future exhibit and convention business. Centers are springing up today just as abundantly as the old-time trading posts in the

early years of our country.

Architecturally, centers appear to have a common denominator. Many are being built in-the-round. A circular auditorium seems to be the building design most used in new plans. Whatever the reason for the design, there are plans for more of them coming. ♦



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CHICKEN PULLS CORD to swing bat at ball in mechanical baseball game. If ball is hit, chicken is rewarded with food pellet to "reinforce" drive to play.



CHICKEN HEADS for food pellet inside after pulling cord on music box (left) and "dancing" on revolving stage platform a full 11 seconds until music stops.

"Chicks" and Chickens Still Going Strong

Pennsylvania Refining's Gumout booths may break all the rules in the book for good exhibit procedure, but it sells its carburetor cleaner. Company looks to \$1 million in sales at a single show. At one show this year it wrote \$200,000 in Gumout sales.

After five years and 40 shows, Pennsylvania Refining Co. is still sold on cute "chicks" and chickens as booth attractions. Robert W. Lackner, sales manager, Gumout Division of the company, can prove his curvaceous booth attendants and trained fowl put dollars and cents into the till.

Gumout (carburetor cleaner) is not simply exposed to show audiences; it is sold! "Only three or four years ago," Lackner reveals, "I said we'd hit \$100,000 in sales at a show, and the next year we did." Last January in Chicago at Automotive Accessories Manufacturers Assn. Show, Gumout booth topped \$200,000 in sales. "Within the next 10 years we'll write \$1 million in sales at a single show," says Lackner with the confidence of a man who has proved a theory.

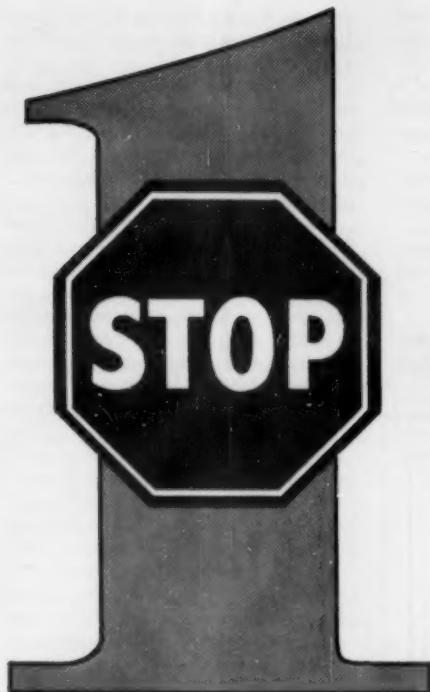
Lackner's theory is simple. Make the booth fun to visit and you get customers and prospects in a mood to place orders. For fun, Lackner has hit on trained animal acts and pretty girls. In addition, he takes pictures of booth visitors—usually with their arms around his attractive booth attendants. Photos are either mailed to visitors or delivered by salesmen or representatives.

Most popular of Gumout's booth attractions are trained chickens. His chickens have played baseball. Most recent fowl crew dances on a revolving turntable. Chickens pulls on a cord to start music. It then steps on turntable and struts around. When music stops, it jumps off turntable and heads for the "dressing room" where some feed is automatically dispensed. If chicken doesn't stay on turntable until music stops, food does not appear in its cup. Through training, chicken knows it must stay on the turntable and dance to be fed. If it steps off turntable before music stops (in about eight to 12 seconds), it doesn't eat. It must get back on turntable and stay for the full cycle before feed mechanism works.

In addition to chickens, Gumout has used rabbits. One popular act was the rabbit that fired a cannon at a target. When ping-pong ball from the cannon hit the target, rabbit received food.

Not only does Gumout have a crowd-gathering act, it has a natural publicity attraction. Lackner's performers have been on television dozens of times in show cities.

Only once has Gumout had difficulty with its trained animals. Once two rabbits were taken to a television studio to perform. What Lackner didn't know was that one was a male and the other a female. When the rabbits were put in front of the TV camera, they quickly performed an act for which rabbits need no training. "This was a television first," says



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Lackner with a grin.

Gumout gets its trained animals from Keller-Breland, Hot Springs, Ark. It has an exclusive arrangement so that the training farm does not make animals available for any other exhibitor at an auto accessories show.

"We have no trouble with our animals," says Lackner. "They are shipped from the farm to the show by Railway Express. We simply make sure they are fed properly and given water. They perform perfectly. Our only problem is to keep people from feeding them. Unless their diets are watched carefully, they won't per-

form. They are trained to perform for food. If they get too much, they won't work."

Some people worry that Gumout is being cruel to its chickens or rabbits. Lackner has to assure many tender hearts at shows that his performers get good care and are not abused. They are trained to perform and seem to enjoy their work.

Hens rather than roosters are used. "Roosters don't seem to learn as fast nor perform as well," says Lackner. "They are easily distracted."

Gumout switches its acts each year to keep the attraction fresh. "Next

year we'll probably use rabbits," says Lackner. One year he used chickens that drove a "truck."

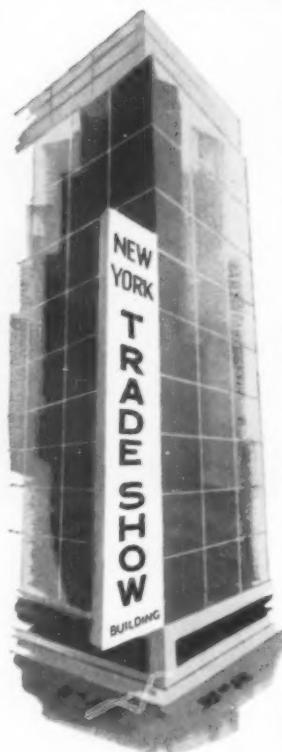
Neighboring exhibitors do not seem to mind Gumout's attraction. "They seem to like the crowds we draw to the area. And we've never had any trouble with show management," Lackner points out.

Gumout's trained chickens cost \$600 per show for four chickens, feed and transportation. Only additional cost is to hire someone to clean out the coops each day. Only one chicken or rabbit performs at a time, usually for about 45 minutes. Some, however, can go as long as 150 minutes before being sufficiently well fed to lose interest.

What Gumout's attraction does is bring people into the booth. "Usually they go out and bring other people back," says Lackner. "While they are in the booth, we try to close a sale."

On the subject of booth attendants, Lackner favors wholesome college girls. "They have a lot of fun and work harder than most professional models," he says. He usually recruits them with ads in a college newspaper. Gumout supplies costume (shorts, net stockings, sweater, blouse) and requires that its girls study a handbook

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BETTY GREEN, sales manager

on Gumout use and advantages.

Usually four girls are hired for each show and they work in shifts. They are given a list of printed instructions on behavior in the booth and at the show generally. For instance, they are advised that the company does not mind their having their photo snapped for publicity in some other booth as long as the Gumout logo shows on their costumes.

While most exhibitors might look down on the use of extraneous attractions, Lackner swears by his approach. He doesn't know how much his trained animals, or girls, or photo taking, or novelties, each contribute to success. "But we'd be foolish to abandon any part of this operation since it works so well," he confides. Among novelties Lackner always has handy at a show are small cards with witty sayings. Even his booth usually has some outlandish signs. Example: "Don't spit. The floor leaks."

Since 1955 (Sales Meetings, July 1, '55), Lackner has been on the animal kick. He introduced picture-taking at about the same time. He and two of his assistants take the pictures. They are developed back in Cleveland and mailed from his office. "It costs us about 50 cents a shot, but it provides

a lasting memory for our customers. 'Gumout' always shows in the background of the photo," he points out.

One year Lackner registered every booth visitor but found there was no special benefit to it. He doesn't attempt to get names and addresses anymore. "We just work toward signed orders." At each show Gumout offers special "deals" — usually free merchandise with each order signed at the show.

Gumout's total exhibit cost for each show runs to about \$4,500. Exhibit background is used about 20 times before it is discarded, according to

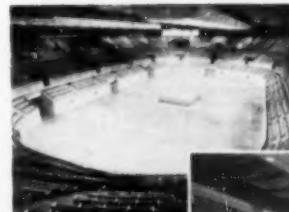
Lackner. Plans for a year's shows are set in November. Show schedule can vary from three to 10 shows.

Lackner experiments at some shows. For instance in Pacific Automotive Show, San Francisco, last year, he hired Japanese girls as booth attendants. (Rabbits were performers then.)

In addition to booth attractions, Gumout maintains an elaborate hotel suite to entertain customers. "We fill the room with about eight boxes of novelties—mostly from magic shops," says Lackner. "Visitors seem to get a kick out of all the gags — rubber hammers, trick glasses and dozens of

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other stuff I've picked up through the years," he says.

Standard procedure for Gumout is to send a news release to newspaper and television stations in advance of every show. "We've had hundreds of stories in newspapers on the basis of our trained animals," he reports. "The press and TV stations have been

most generous and we have always had plenty of plugs for Gumout."

No matter what you may think of Lackner's activities, you can't dispute his order book. Any man that can look forward to selling \$1 million in carburetor cleaner at a trade show must be on the right track. ♦



STRONG, lightweight exhibit is used to take heavy equipment and travel. Decor fits into over-all design of others in Power Parade, FPE's traveling show.

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Federal Pacific Electric Co., Newark, travels its Power Parade exhibit to more than 30 cities for a total of 10,000 miles (to electrify country with FPE products). Leased van is used to transport exhibit during the eight-months tour.

Problem in designing Power Parade was to create a lightweight exhibit so that it would travel easily. Yet it has to be strong enough to hold heavy electrical equipment. Ivel Construction Corp., Brooklyn, designed and

built Power Parade as multiple exhibit units to answer mobile requirement. Individual exhibits also meant that floor plan could be changed for each exhibit location. However, decor of individual exhibits was made similar so as to compliment each other.

Exhibit requires a room approximately 2,500 sq. ft. with double doors directly from the truck loading area into the room assigned for the exhibit. Largest piece of equipment weighs 1,500 pounds and is 90 by

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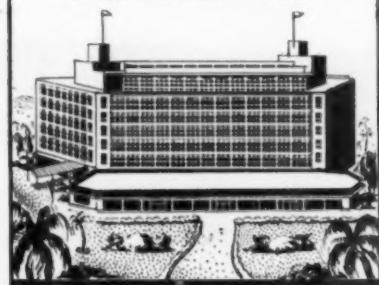
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Labor to set up and take down exhibit is hired from Manpower, Inc. Federal's specialist driver contacts local district manager before moving into the area to make arrangements for a man to meet the driver at the city line and guide him to exhibit site.

Van is unloaded. Display is assembled and arranged in room with the district manager having the final say as to how show is to be laid out.

Although exhibit is sponsored by FPE, idea is to make it as completely

as possible a local exhibit. Company's attitude is that it is up to the district manager to make it a success. He is encouraged to supply buses to transport people to exhibit from outlying areas.

District manager is assisted with publicity from the Newark office. News releases are sent to local newspapers about the arrival of Power Parade. Also available to district managers is advertising copy to be placed in local publications of engineering or professional societies.

Company literature is used as give-

aways or direct mail pieces to stimulate interest in products exhibited in Power Parade. Often coupled with exhibit is a reception which ranges anywhere from sandwiches and coffee to full dinners with door prizes.

Power Parade is the first time customers are able to view FPE's complete line under one roof. Company considers the exhibit the most valuable sales tool it has ever had. FPE has 16 plants and 83 field offices throughout the U.S. Exhibit is promoted through these branches of the company. ♦

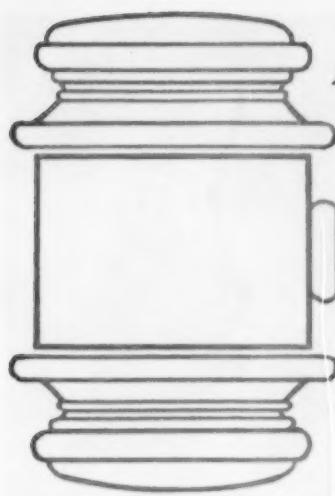
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You can do it with exhibits, and that's exactly what Armstrong Cork Co., Lancaster, Pa., just did. It constructed an exhibit center which will

cater to 26,000 visitors annually. Center is used to build public awareness of company's products and illustrate manufacturing processes step-by-step.

Multiple product companies (such as Armstrong) often find it difficult to inform public of technical processes and complex composition of products.

Not wishing to get into museum proportions, Armstrong formed plans for a permanent exhibit center in its auditorium foyer as partial answer to problem. Company executives also believe that exhibit is an important tool to educate its employes on its diverse operations.

VERTICAL PANELS of color transparencies describe ► the six markets of Armstrong Packing Materials Division in new display center. Double cones in foreground contain products from various markets.

DESIGN AND FUNCTION in ceiling tile is shown in building products portion of display center. Boxes in foreground are to test noise differential of tile.





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Prime consideration in planners' minds was the location. It should be where exhibit is easily accessible to visitors. Company erected exhibit in the center wing of its general office building in Lancaster.

In addition to normal visitor traffic, 30,000 people attend over 100 meetings at the Armstrong auditorium each year. Meeting participants must pass directly through exhibit area to reach auditorium. Meetings include conventions, sales meetings, employee functions, and local community meetings which require a large auditorium.

Exhibit center dramatizes in display

form the company's progress during its first century of operations. Armstrong's centennial is being observed this year. Exhibit conveys to visitors and employees (in capsule form) the over-all picture of the company, its diverse operations, products and history.

Center's doors opened in January. It combines style and dignity with modern design. Exhibit is flexible and portions can be moved or eliminated to make additional room. Plans were so laid that additional or new products can be blended easily into existing exhibits.

Work on exhibit began April, 1959, under John Wick's, exhibit manager, direction. A 53,000 sq. ft. room was stripped down to the I-beams and painted charcoal grey. The four walls serve as a background for exhibit.

Company's floor and ceiling products presented an advantage when it came to selecting over-all decorative theme. Ceiling and floor are two basic elements in decorating any room. Armstrong had an opportunity to select attractive patterns and display two new products at the same time.

Armstrong created a new pattern for the floor in its Tessera Vinyl Coron series specifically for the new exhibit center. To provide bright decorative ceiling, Armstrong's Golden Travertone was selected. Travertone is a mineral wool acoustical material which contains actual golden metal flecks inlaid in its fissured surface.

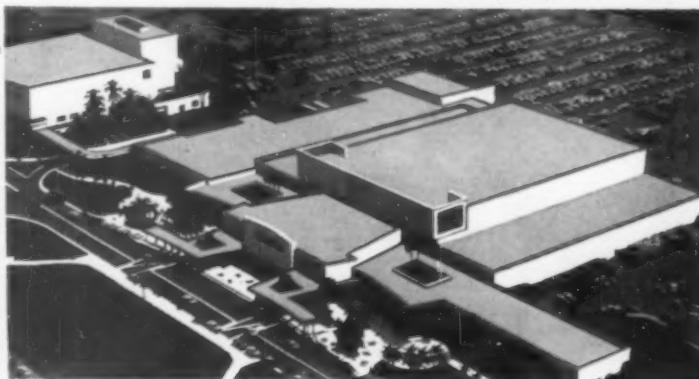
Exhibit room is divided into five sections to represent the five Armstrong divisions—Floor, Building Products, Packaging Materials, Insulation and Industrial. Illustrative panels were placed against grey background of the four walls.

Several displays include physical demonstrations which can be operated by visitors at the push of a button.

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These moving displays assist in showing various qualities and characteristics of many Armstrong products.

Sound slide films enclosed in a projection box and operated by visitors (just press a button) are used in several areas. Slides are useful to demonstrate colorful decorating ideas in actual room settings. They show installations and applications of various Armstrong strong products.

Center of room has two triangular exhibits which face each other. Exhibits are used for announcements during conventions and for new products at off-convention times.

On opposite sides of center exhibits are two triangular sand boxes highlighted with a Japanese combed effect on the surface. Sand itself was provided by the Armstrong plant in Millville, N. J. (Sand is used as a basic ingredient in the manufacture of glass containers.)

To one side of the sand boxes are continuous operating water fountains which lend an attractive decorative effect. Pebbles in the bottom of the fountains came from Omaha Beach, France. They are used in the Armstrong floor plant in Lancaster to grind paint pigments.

Green ferns and bamboo sprouts

have been included to enhance exhibit features. Plants will be changed according to seasons of the year. White azaleas are scheduled for this summer.

White plastic, mushroom-shaped ashtrays, display tables and indirect lighting fixtures were designed especially for the new display room.

To provide greater flexibility, mushroom display tables can be removed and be replaced by floor lighting. Presently, samples of new sheet flooring material are displayed on the tables and are lighted by "floating" overhead lamps. When acoustical ceilings are

displayed, lights will be placed in the table receptacles and the ceiling samples will be "floated" from above.

Commenting on the new Armstrong display room, Wicks says that this was the first time that the entire Armstrong story has been told in one spot. He adds, "The display room, as a means of creating company awareness, is gaining new importance and recognition throughout the country. It is a simple, easy, and effective way to tell the stranger a company's entire complex story in one room through informative, physical demonstrations." ♦



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Why Aren't Our Exhibits Better?

What makes exhibits dull and unproductive? Here are the 21 blocks to your planning exhibits creatively. Are you guilty of killing or dulling good exhibit ideas?

By B. B. GOLDNER, Ph. D.
Consulting Editor

You try to be creative when you plan your exhibit. You think of new ways to do things. You experiment with all kinds of stunts. But, somehow, results are not quite as good as you expected. In fact, they are no better than before you tried to be creative.

Does this mean that too much creativity in exhibits is the bunk?

Creativity in exhibit planning (or anything else) is effective. Reason it often doesn't seem to work is that you haven't really been creative. Simply because what you are doing is new for you or your company does not make it creative or truly novel.

You are not creative when you allow many blocks to creative thinking to enter into your exhibit plans. Here are the most common blocks to creative thinking. Burst through these and you will produce the kind of exhibit that will be fresh, imaginative, and above all, productive:

1. Isolate objective: First big block to creative planning is failure to isolate a problem. Often you plan an exhibit without a thought given to a real goal. You simply want an attractive background. You don't consider the marketing problem that your exhibit must solve. Your aim or objective is fuzzy.

2. Narrow the problem: You may state a problem — "Reach more prospects" — but it is too general. You don't consider the conditions that may prevail at a particular show. You

haven't analyzed percentage of attendance that represents your logical market. You haven't considered possible competitive conditions in the city that is the show site (and 75% of attendance comes from within 150 miles of most show sites). Better problem statement might be: "How to reach more prospects in the petroleum field when the show is in Dallas." This might suggest a special kind of advance mailing to stimulate booth traffic. More crystallized your problem (which suggests a positive goal), more creative can be your approach. Think of "what" and "how."

3. Appeal to many senses: Often we tend to overlook all our senses. We may think in terms of sight only. How about touch? Smell? Why not prompt booth visitors to feel a product for quality comparisons. Maybe prospects ought to smell a difference or hear "silent" operation. By striking out into directions of many senses, you often create a new approach. (How many automotive show exhibitors take advantage of new car odor?)

4. Investigate obvious: Do we fail to be creative because we overlook the obvious? Have we studied probable traffic patterns? Have we analyzed potential audience according to its peculiar interests that can be tied into our products? Reach for a creative commonplace.

5. Don't ignore trifles: "Tremendous trifles" that are overlooked can

make the difference between exhibit success or failure. For instance, have we created a special procedure to be used by personnel at a show to take full advantage of inquiries?

6. Past experience: Often we are led along unproductive lines by over-emphasizing past experience. We may improperly analyze a past success and attribute it to the wrong thing. Then we may wonder why a similar appeal doesn't always work.

7. Overlook effects: Do you have a block to creativity because you underline causes and overlook effects? For instance, do you become so concerned with booth location that you block out creative approaches to take advantage of the selectivity of audience that a "bad" location may develop? (When somebody searches you out on the fourth floor, shouldn't this suggest an approach to make the possibly fewer exposures more intense?)

8. Focus on "means": Too often we become so concerned with means we forget ends. We work so hard to get crowds we forget that select prospects are better. Why not try to attract only thinking (and buying) prospects?

9. Conformity: Biggest block to creativity usually is desire to conform. Are we allowing competitors to call our shots? Do we do what everybody seems to be doing? Do we hesitate to take a bold step? Daring exhibits do

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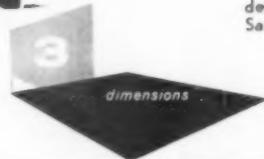


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pay off.

10. To practical: Are you so practical that you chain yourself to a narrow approach? Do you stifle creativity by dismissing new ideas as impractical when you haven't the criteria to really judge? So many good ideas offered by exhibit designers are shelved because of fear of being impractical.

11. Judgment: Major block to creativity is to judge an idea too soon. We tend to dismiss something new before we have given the idea a chance to bounce around our brain cells. What sounds a little wild on first hearing may be just the creative avenue to reach our goal. Learn to incubate.

12. Too polite: Often we accept what seems a good idea because we are too polite to doubt the expert. We don't ask why? We don't probe and often lose out on an idea refinement that will prove more effective.

13. Competition: How often do you become so concerned with what competition does that it blocks creative ideas for your show endeavors? Overstress competition and often you narrow your thinking to a point where you are almost hostile to new ideas.

14. Faith in statistics: Don't be buffaloes by statistics. Statistics only tell you what has transpired. They offer no guarantee what might happen under a new set of circumstances. By creating new circumstances, you may enjoy remarkable results.

15. All or nothing: There is no virtue in an all-or-nothing attitude. To drop a good idea because you haven't all the budget you think necessary may be walking away from a novel and productive approach. If you can't have all, perhaps part of the idea will work effectively.

16. Knowledge: "Can't see the big fish for the school" is a potent block to creativity. Do you know so much about a particular show that you tend to discount new exhibit approaches? It is better to start your thinking afresh than to be inundated by a plethora of facts. As has been sagely said long ago, "We know so much that isn't so."

17. Few facts: As big a block to creative thinking as your knowing too many facts is to know too few. Can you dredge up more data on your audience needs and wants to suggest a new exhibit approach? Today, what you don't know will hurt you.

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18. Dreaming: A hard-headed businessman isn't a dreamer, but he ought to be. Fear of being fanciful often blocks new ideas. It pays to let your imagination soar when you work on exhibit problems. A little dreaming may produce results that all the hard-headed appraisals will never develop.

19. Laziness: We often assume that sitting back and thinking is being lazy. If a pencil isn't being pushed or a dictating button isn't being pressed, we may feel that nothing is

happening. You're not being lazy when you sit back and think. A little more unfettered pondering may be the most productive minutes spent during the day. Do some advance thinking about your marketing goals and their application to exhibit plans. Creative thinking is not a time-wasting or spending process. It is an investment.

20. Mistakes: Fear of making a mistake drowns many a budding idea. One characteristic of a creative man is that he isn't afraid to make a mis-

take. A well-conceived plan should work. If it doesn't, don't let it block you from ever doing anything new. It takes a little daring to be different, but it is the difference that pays off in an exhibit.

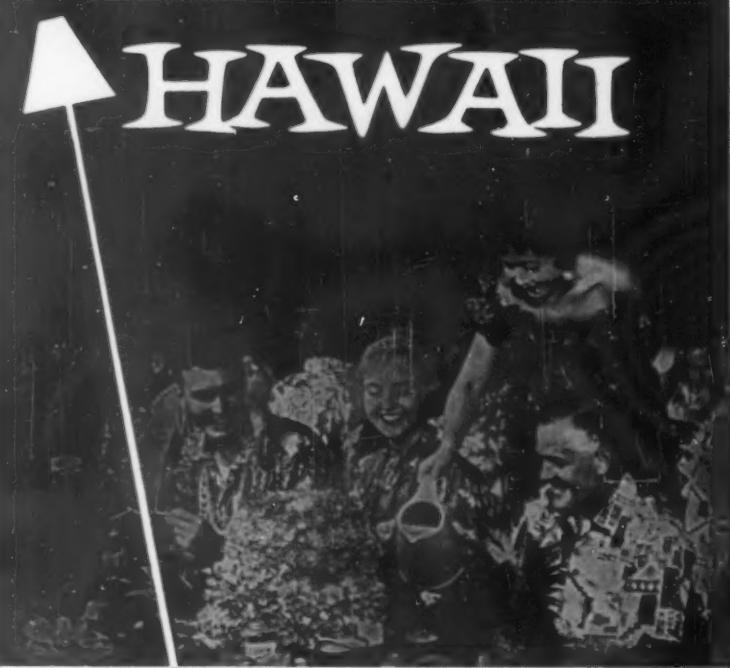
21. Speed: Don't be trapped into making an evaluation too soon. Just because an idea doesn't produce results fast enough, don't dismiss it. Perhaps a little change, a little shift, will get you to your goal. Be willing to invest experimenting time as well

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as thinking time. Few of the world's great ideas worked successfully in their original form. Most of the best exhibits evolve slowly.

Results of these 21 blocks to creativity can be seen at every trade and industrial show. Walk down any show aisle. How many innovations do you see? How many novel adaptions in exhibit technique and display materials are apparent? Not many. It is not because our exhibit designers are not creative. Generally it is because we throw one or more blocks into our own thinking which puts a straight jacket on final plans.

In any exhibit, we aim for men's minds. Unless we can stimulate imagination, pique interest, create curiosity, we miss our full potential. You

can't do these things with staid, dull exhibits. You can't create a corporate image of vision and progress against a background of sameness.

Creative thinking is not theory. It works. Pick out exhibits at any show that attract attention, that stimulate talk—and more important—achieve results, and you will see in them a creative departure from the ordinary.

Next time you sit down to plan your exhibit program, get the 21 blocks to creativity out of your system and start from scratch. You will surprise yourself on what your mind will conjure. Any marketing man worth his salt owes it to himself and his company to think creatively about exhibits — a medium that gives vent to greater expression than any other. ♦



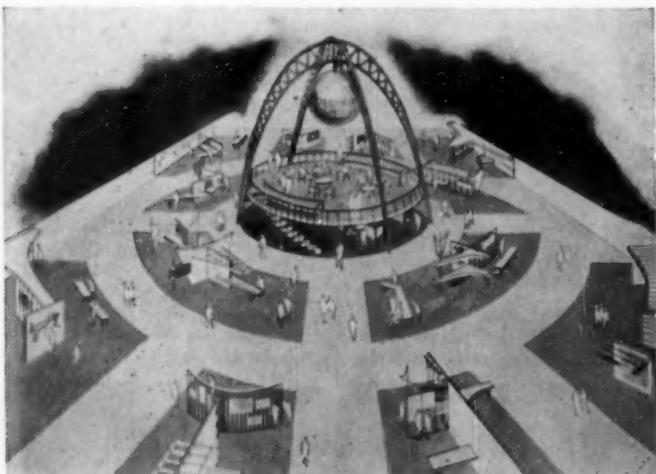
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THIS YEAR American Society for Metals will feature a steel arena as principal attraction at its national exposition in Philadelphia, Oct. 17-21. Arena will be key to exhibit design around which all other booths are to be built. Main arena in Philadelphia's Convention Hall will be used to build the steel arena. To be located just inside the doors from the main registration area, arena will have an unusual layout. Aisles will run off hub as spokes of a wheel. Hub will feature the central theme, "Build It Better with America's Steel." Steel arena will be occupied by ASM and include a reception center for its 30,000 members.

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PANEL OF EXPERTS are located in another part of convention hall, but could be heard in Monsanto booth. Booth visitors listen to neck, portable radios.

Monsanto Attraction: "Answers"

Two kinds of "electronics" devices used. One, unseen, measured 36-24-35. Other device was wireless receiver for each booth visitor to pick up questions and answers from panel of experts.

Monsanto Chemical Co. had an efficient "electronic device" to supply answers to questions on over 600

products in its booth at the National Packaging Exposition, Atlantic City, last month. The "electronic device"

had 36-24-35 measurements.

Booth visitors stepped up to the answer machine and pressed buttons

VISITORS view product while they tune in on expert panel.

MONSANTO VISITOR selects button on answer machine for facts on particular package display.

HOSTESS is one of three who also works as "electronic answer machine".



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to correspond to numbers on displayed products. When buttons were pressed, dials on the backwall of the exhibit revolved and lights blinked on and off. Within 10 seconds, out popped a card with details on the product whose numbered buttons were pressed.

Behind the backwall of the exhibit, the "electronic" device functioned smoothly. She was a booth attendant who noted what buttons were pressed. As the dials whirled and lights flashed, she picked out the card-filled by number—and put it through

the slot into the hand of the booth visitor. Nobody guessed how the machine worked.

Monsanto used four girls. One was stationed at the entrance to the exhibit; one was at the exit; one served as electronic device and the fourth was off duty. The girls rotated their jobs each hour.

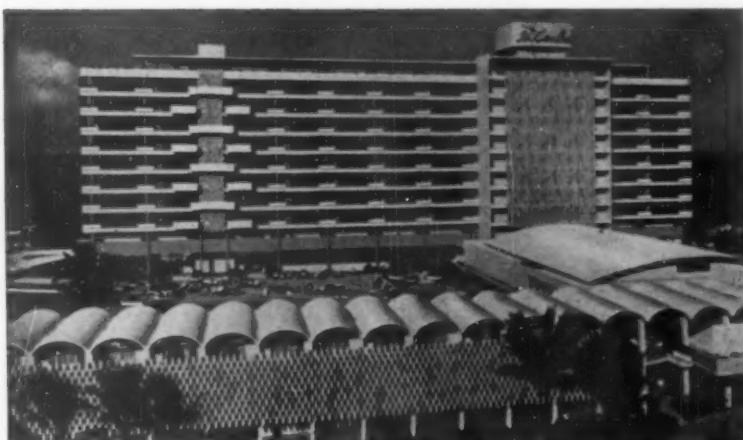
Exhibit was entitled "Ask Your Plastic Packaging Questions of Monsanto." In addition to the answer machine, Monsanto used a panel of experts to answer special questions on packaging as posed by booth visitors.

As a visitor entered Monsanto's booth, a girl offered him a portable radio receiver that hung from his neck on a string. It had earphones that picked up a taped message in one part of the exhibit. In another section of the exhibit, it picked up the conversation between a master of ceremonies, a visitor asking a question, and the answer from a panel member.

Expert panel was stationed three floors above the exhibit. In a third-floor room in Convention Hall a studio was set up for the panel. Six Monsanto packaging experts sat around a table. It was fitted out with four microphones, a control switch and two loudspeakers. Off to the side, an audio man controlled the broadcast.

When the professional m.c. in the booth was approached by a visitor to ask a question of the panel, the m.c. interviewed the man. He asked the man's company affiliation, where he was from and what his packaging interest was.

This conversation was picked up and heard by the panel experts. In addition, it was picked up and heard by booth visitors who were in the section of the booth devoted to this activity.



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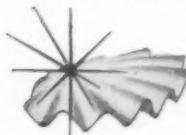
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First the m.c. asked the booth visitors his question. While the m.c. interviewed the visitor, panel members had time to determine which expert could answer the question best. The panel man who was to answer flipped the control switch which put him on the air. After he answered, he flipped the mikes off and the panel could relax momentarily until another question was presented.

Portable receivers picked up sound from a loop antenna under the floor tiles in the booth. One loop put out the signal for the panel section while the other loop broadcasted the taped message on Monsanto products.

Loops had to be adjusted to eliminate "cross talk" that developed. First day, loops were a little too close and at certain points, visitors' tiny receivers picked up both signals.

Miniature receivers are powered by two pen cells. Because instruments are transistorized, their life in constant use is eight months or longer, according to Gardner, Robinson, Steirheim & Weis, Inc., Pittsburgh. GRS&W designed and produced the exhibit.

Monsanto clocked thousands of visitors through its booth. As visitors left, they were asked if they

would like to have more information mailed to their offices.

Male attendants in the booth were easy to identify. They wore powder blue coats that matched the booth's decor. M.c.'s (there were two of them) worked one at a time. They were professionals who could put visitors at ease and could carry on an interview in a friendly and efficient manner.

Booth installation was more complicated than normal. In addition to antenna loops under floor tiles. Lines had to be run to the third floor panel

room.

Expert panel served two big functions. It supplied answers to technical questions and served as an attention-getting device. Passersby were attracted to the booth to discover what visitors were listening to through their miniature receivers.

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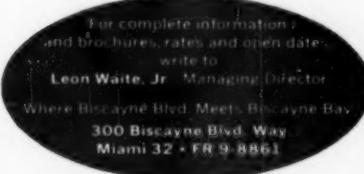
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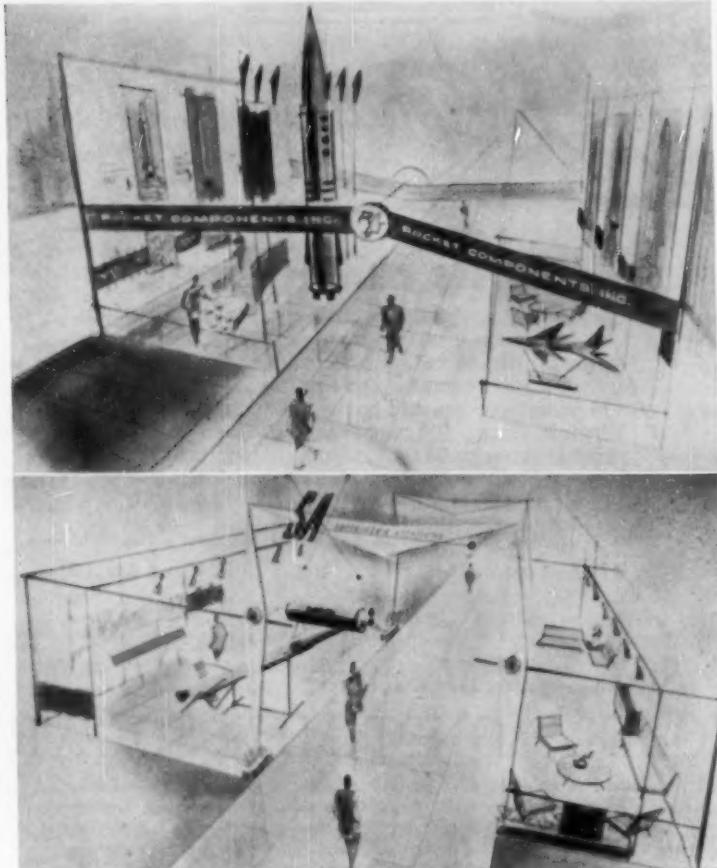
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ARTIST'S SKETCH of layout for exhibit with cross aisle for rocket show.

New Show Layout: Exhibits Cross Aisles

Termed "exhibiting in depth," newest floor plan requires that exhibitors use space on both sides of aisle. In effect, aisles run through all booths. New approach to be used at Rocket Show.

New concept in exposition layout has been developed by Robert T. Kenworthy, Inc., exposition management

firm. "Exhibiting in depth" is term used to describe the new method. In essence, the new floor plan uses both

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SALES MEETINGS/Part II SALES MANAGEMENT

sides of an aisle for an individual exhibit instead of only one side.

New arrangement will be seen for the first time at American Rocket Society's exposition at New York Coliseum in October, 1961, when "Space Flight Report, to the Nation" will be presented.

According to Robert Kenworthy, originator of the new technique and president of the company which bears his name, "This is the first major advance in exposition-space technology in 25 years. Booths occupying one side of the aisle only are often less than 75% efficient because of the inconvenience to visitors of having to keep glancing from side to side while walking along the aisle. Some exhibits are inevitably missed altogether and will continue to be missed unless a trip is made up one side of each aisle and down the other side."

Attendance statistics indicate that most viewers take a quick walk through the exhibition area—up one aisle and down another to get a general picture. Next stage is to concentrate on certain exhibits. This means that those exhibits which did not register during the first tour may not have a second chance. If the booth is redesigned, however, so that it occupies both sides of the aisle, effect will be that of entering a room where everything in view belongs to one exhibitor. Under such conditions it would be impossible to miss an entire exhibit just because the attention was focussed on the opposite side of the aisle for a brief period."

This space-in-depth technique can

be used in many different ways. Exhibits may be kept on one side of the aisle with the other side used as a lounge or office in which to interview customers and discuss technical problems. One advantage of such a set-up: all exhibit materials plainly in view across the aisle, and only two or three yards from where the customer is sitting.

"Another point to be considered," says Kenworthy, "is the advantage of having all the interest pinpointed to one location. It is almost the same as purchasing space opposite your own exhibit to prevent another exhibit drawing attention from yours."

A slight alteration in booth construction can make the effect of entering a room even more pronounced and a suitable arrangement of the exhibits will enhance this effect. Relaxed atmosphere of a company showroom should be the objective in order to eliminate the impression of high-pressure selling and tense atmospheres some people associate with expositions and shows.

Exhibitors who have seen sketches of this new space-in-depth concept applied to floor plans, are very enthusiastic, according to Kenworthy. "In general, we regard it as a long step in the right direction whereby American expositions can duplicate the progress made in other fields, says Kenworthy. "An exposition is a market place—oldest means of selling in the world, and still the best. Anything that will improve the presentation of exhibits is worthy of serious consideration." ♦

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THESE ARE THE TRENDS IN EXHIBIT MEDIUM

RESULTS OF TWO STUDIES:

- One of companies that exhibit
- One of trade and industrial shows



BIGGER BUDGETS

7.5% of sales promotion-advertising budget now spent to exhibit

MORE SHOWS

"Average" company now goes into 10 shows a year

HIGH-LEVEL PLANS

Okays on exhibit plans now given at higher executive level

MORE SPACE

Show managers report more companies buy bigger booths

AD AGENCIES

Exhibitors use ad agencies little to help plan exhibits

Bigger chunk of sales-advertising-promotion budgets is going into exhibits. If you exhibit at trade and industrial shows, an all-time high of 7.5% of your sales promotion money now is invested in show participation. This figure is about 2% more than it was just about 18 months ago.

Greater investment in exhibit medium by American industry shows up in two studies just concluded by Sales Meetings' research staff. As further evidence of increased use of exhibits, study shows 60% of our nation's trade and industrial shows are expanding into larger spaces. Individual exhibitors in shows today tend to use more space. Study shows 66% of show managers expect exhibitors to use more space in 1960 shows than they did last year.

Two surveys were made: one to companies that use the exhibit medium; other to show managers. Survey of exhibitor practices covered companies that go into as few shows as one a year to companies that go into more than 200 a year. (Sample was limited to companies that participate in at least one show a year. Companies that don't use the exhibit medium were not included in tabulations.)

Medium average of companies studied indicates that they go into 10 shows a year. Mean average was higher (driven up by corporate giants

that participate in more than 100 shows a year).

► If you are an average exhibitor, your biggest problem, according to the study, is to evaluate results of the shows in which you participate. Second biggest problem for your company is to sell its top management on the value of shows. (This seems to follow because if you can't evaluate your show participation, you can expect more trouble when you try to sell show investment to top management.)

Third biggest headache for exhibiting companies is show selection, followed by problems with booth personnel training. Next big problem is "getting cooperation from company departments" when you plan and operate an exhibit program.

Apparently while exhibit planners have a tough job to evaluate show results and to sell show participation to top management, they are successful. "Getting budget okay" turned up last among nine problems listed in the survey to exhibitors. Study seems to indicate that while companies can't always prove results they feel exhibiting is worth while.

For 1960, 44% of companies that normally exhibit at shows will go into more shows than they did last year. Another 41% are slated for the same number of shows this year as last,

while 18% indicate they will be in less shows this year.

One big healthy trend showed up in the study. Two-thirds of companies queried now plan show participation on an annual basis rather than on a one-at-a-time basis. (This makes sense and is good marketing practice—and saves money, too.)

Many companies don't use the exhibit medium to full potential. There are still 38% of companies that still do no advance promotion to increase their booth attendances. Exactly half of exhibitors use direct mail to promote attendance to their exhibits. Advertising in trade journals is used by 46% to promote show attendance and 10% make use of external house organs to drum up interest in booth visits. (Total is more than 100% because some companies use more than one medium to promote their exhibit activities.)

► Average company now gets more mileage from its exhibits than it did before. Study indicates that 41% of companies make exhibits available for use by their distributors and dealers. Another growing trend is use of exhibits at stockholders' meetings. Twenty-seven percent of companies now have exhibits on tap at meetings of their share owners. Just two years ago, number of companies that used their exhibits for stockholder meet-

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"Largest in the West" 13,500 sq. ft. of exhibit space accommodates 2,000 persons for a meeting, 1,500 persons for a banquet.

ings were few. Mobile exhibits (in trucks and trailers) are now used by 8% of companies.

Advertising agencies seldom are involved with a company's exhibit plans. With 88% of companies, advertising agencies take little or no part with exhibit plans. Only 3.7% of companies have their ad agencies "sit in on all plans" and 7.3% use their ad agencies to aid with exhibit design. Less than one company out of 50 (1.7%) has its ad agency handle most exhibit plans.

Most companies (68%) call in an exhibit house to handle design and construction. Another 16% design their own exhibits and give construction out on bids. Four percent give both designing and building out on bids, and 3% hire a designer who lets construction out on bids.

There is no uniformity in industry when it comes to what budget to charge for exhibit expense. Advertising budget is charged for exhibits by 42% of companies. Sales promotion budgets are tapped by 35.8% while sales budgets are available for exhibits at 17.5% of companies. Remaining 8.2% of companies use other budgets for exhibit expenditures.

There is a small but growing trend toward use of padded vans for exhibit shipment. Survey shows that 27% of companies now use vans for at least some of their exhibit movements. Included in this figure are 8% of companies that use vans exclusively. Seventy-two percent use shipping crates and carriers other than padded vans.

Exactly half of all companies that exhibit will spend more in 1960 to exhibit, 32% will spend about the same amount as last year and 18% expect to spend less.

Survey asked exhibiting companies: "What is title of individual who makes final decision on show participation, budgets and exhibits?" Half of companies indicate it is a top officer — ranging from president, v-p marketing or sales, to general manager and marketing manager — who has final word on exhibits and show activity. Advertising manager has final word at 24% of companies and 4% give final authority to sales promotion manager. At 13% of companies, more than one man decides exhibit policy, and at 9%, exhibit authority is vested with a specialist who may have title such as exhibit manager, convention manager or special services manager.

There are several trends indicated by show managers. Almost half (48%) are relaxing height limitations in some sections of their shows. Thirty-five percent of show managers are allowing some cubic content, and a little

less than half of these say cubic content exhibits will soon cover all parts of their shows.

Show managers (31%) are adding new services. These include free promotional materials for exhibitors, free mailing of exhibitor literature, free use of theaters for exhibitor films, and market data.

Seventeen percent of show managers report they do not allow foreign companies to participate in their shows. Of the others, several say they haven't had requests from abroad so the question is academic.

As shows grow, need to plan further in advance is evident. Average show manager must now plan his show 5.4 years in advance to acquire dates and facilities.

On the matter of regional shows, show managers are divided. About a third (34%) say growth of regional shows has slowed to a point where it is static, while 18% say the trend is dying. Balance of show managers (48%), however, indicate that more regional shows are in the offing.

As a check on the validity of response from show managers, researchers threw in a question about show sites. "Which city do you think best for your show?" If the sample of show managers was accurate, response should exactly follow the pattern of convention and show business. (City that has greatest number of conventions should come in first. Next biggest convention city should be second, etc.)

That's exactly how results tallied in this study. Chicago, which has more conventions than any other city, came out first in popularity. New York City, next busiest convention city, came in second in the survey. Atlantic City came in third, followed by Philadelphia and Cleveland. More than 20 cities were mentioned by show managers as favorites.

Show managers are watching growth of new facilities for expositions and 47% of show managers indicate they are considering new sites for their events on the basis of new facilities.

Promotion of show attendance is important part of show management's function and many media are used. Survey shows that 84% use direct mail; 70% use advertising in trade journals; 31% use newspapers; 30% use radio; 25% use television. Billboards and own publications were also mentioned. (Total is more than 100% since more than one medium usually is used.) In addition, most shows depend on publicity to help stimulate attendance.

"What do you consider the biggest problems facing exhibit field in the

Sixties?" was asked of show managers. High on the list of answers was growing labor costs and costs generally. Another problem mentioned often was "too many shows." Advertising agencies that don't understand the exhibit medium was listed by some show managers as a big problem. Competition for facilities and stimulation of quality attendance were cited as additional problems.

What possible trends do show managers see for the future? Some see greater use of cubic-content exhibits. Some expect industrial and

trade shows to eventually allow the public to visit at special times (as is popular in Europe). Most show managers expect more effective use of booth space with better trained booth personnel and more forceful exhibits.

Generally, show managers expect their customers (exhibitors) to be more selective and to work toward better return for each dollar invested. Most show managers agree that costs are mounting, but expect more effective exhibit techniques to make show participation pay still higher dividends. ♦

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An Exposition Is Where All Other Media Pay Off

Show visitors are experts. "They want to ask direct questions about the product and its applications," says Harkavy. "They are not there for slogans." Shows are not to build images but "the place to roll up your sleeves and get down to business."

SPEAKER Howard A. Harkavy, president, Howard A. Harkavy Inc., N.Y.C.

Howard A. Harkavy advised American Industrial Assn. members at a recent conference to "put your product where your image is." He warned against the exclusive use of exhibits to build a corporate image.

Harkavy was one of a roster of guest speakers sponsored by AIA New Jersey Chapter in Newark. He is president of Howard A. Harkavy, Inc., New York City, an advertising counsel, who has extensive experience with trade shows.

In an afternoon session, Harkavy told those present, "You have been hearing how to best utilize various media to get across the fact that your company is 'friendly, courteous, kind, obedient, thrifty, cheerful, brave, clean and reverent.'" (Conference was on the corporate image or profile by which the public sees your company.)

Generally, he supports the philosophy of corporate images, but adds when it comes to industrial expositions, trade association meetings and conventions, "I won't buy it." Harkavy theorizes, "An exposition is a place where all other media pay off. It is your showroom, sample case, engineering demonstration and sales floor. . . . The place to roll up your sleeves and get down to business.

"By utilizing all of the senses—touch, hearing, smell—you signal to your visitor that you comprehend his reason for attending the show. Show him that you understand he comes only to amplify his second-hand impressions of your products with first-hand analysis and comparison," suggests Harkavy.

In his speech he cautioned members that prospects come to see your exhibit with a different attitude. He says, "Visitors at shows are not the same men that they are in their offices, or in their homes. They are out of the office now. They left it without coercion, put on their hats and coats, and come to your booth asking to be sold. They are looking for ideas, information and help. . . ."

Busy schedules may cause executives to make your salesmen cool their heels when in their office. Company advertising is read by them part of the time and they have only five seconds for direct mail. Now that they are at your booth, Harkavy advises, "Do not make the mistake of trying to sell them images."

Harkavy believes the show public is an expert public. He adds, "They want to ask direct questions about the product and its applications. They want answers on the same technical level as their questions. They are not there for slogans . . . but to cut through jingle verbiage that we allow to grow between our products and customers in today's economy."

He describes these visitors in a word as "philistines." He proposes, "If you want to go broke in a hurry at shows, step up and quote Descartes, Aquibes, and Thomas Jefferson to them."

What is an exhibit? As Harkavy sees it, a booth is a square with an aisle, minimum size about 12 ft. deep and 10 ft. wide. An exhibit at an industrial show should ideally be able to do four things:



1. Exhibit is to attract visitors with interest enough to make them step closer.
2. Visitors should be able to watch something in motion.
3. Booth should literally say something.
4. Display should invite prospect to participate himself.

However, on the popular concept of an exhibit he comments, "It's surprising how many exhibitors kid themselves into thinking that it is something to look at. An exhibit that is looked at, is a limp-along that wastes three-quarters of its possible impact."

At the end of his talk, Harkavy explains what is accomplished on the corporate image with his suggested approach. His answer is, "While your visitors may never have heard of such a thing as the corporate image, you have made a dent in their psyches by approaching them sensibly and effectively. By using booth design techniques to highlight company modernness, you sell 'image' insidiously. By staffing your booth with alert, competent technical personnel, you reinforce the notion that your company is in the forefront of the sciences. By appealing directly to your visitors' needs with sound, demonstration-type selling, you create the feeling that all of your company's products are open to inspection beneath the case or cover—therefore they must be good. By putting your product where your image is, you make the most of the exposition medium as a tool to build your company's reputation and profits." ♦

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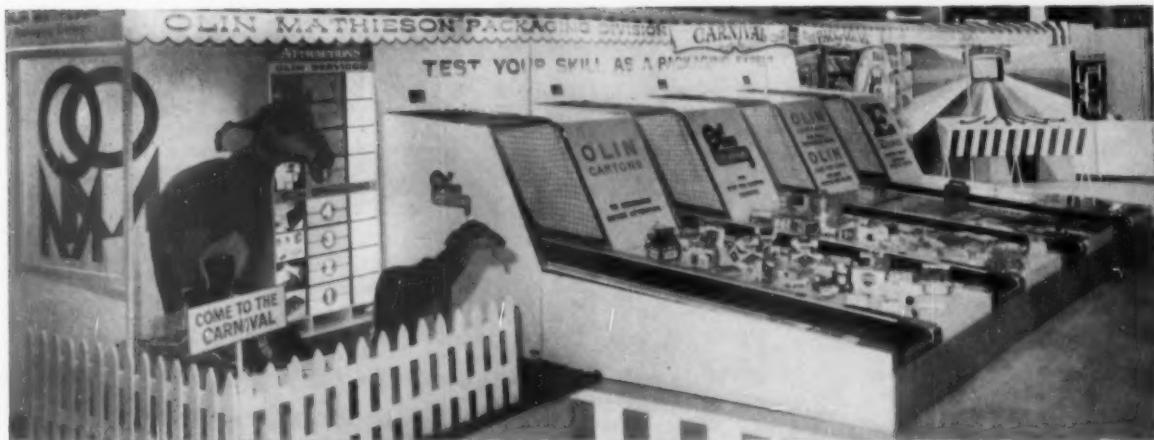
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STUFFED ANIMALS and skee-ball machines give carnival atmosphere as opener for Olin Mathieson salesmen to sell packaging products. Skee-ball permitted packaging experts to take recreational breather from other intense activities.

For Crowds Olin Uses Carnival Theme

Striped canopy, stuffed animals, skee-ball machines and pretty girls are the lure for Olin Mathieson booth at Packaging Show.

By R. G. HAMMOND
Sales Manager, Bryan-Elliott Company

Large industrial trade show requires a lot of show technique to bring in potential customers, and to keep their attention.

This was accomplished by creating

the Olin Midway exhibit at American Management Assn. Packaging Show, Atlantic City, to let visitors try their hand at games of skill in an authentic carnival atmosphere.

A 50-foot candy-striped canopy along exhibit's length announced Olin "Carnival of Packaging" as show goers fired away at four skee-ball machines to test their skill as "packaging ex-



RINGMISTRESSES add glamour to festive air. PACKAGING EXPERTS try hand at skee-ball machine on which are products.

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EMPRESS HOTEL, Victoria, B. C. Located on Vancouver Island, evergreen playspot of the Pacific Northwest Coast. Set in beautiful rose garden. 570 rooms. Private dining rooms, meeting rooms, exhibition rooms. Coronet Lounge. For relaxation hours: golf, riding, fishing, swimming in famous Crystal Gardens. Mild climate. Open year-round.

CHATEAU LAKE LOUISE, Lake Louise, Alberta. Surrounded by snow-capped peaks, timbered trails; fronted by serene Lake Louise. 400 rooms. Convention facilities. Cocktail lounge. Boating, riding, swimming pool, dancing, hiking. Open June 13 to September 5.

BANFF SPRINGS, Banff, Alberta. Baronial retreat mile-high in the Canadian Rockies. 600 rooms, cocktail lounge, every convention facility. For fun: swimming in two pools, shuffleboard, riding, golf on championship 18-hole course, tennis, dancing. Open May 20-Sept. 14.

THE PALLISER, Calgary, Alberta. 487 rooms with radio, TV available. Convention facilities, Range dining room, coffee shop. Penthouse Lounge. Centrally located. Open year-round.

THE SASKATCHEWAN, Regina, Sask. 270 rooms, all with radio, some with TV. Comfortable accommodations. Good food and service. Ranch room, dining room. Open year-round.

ROYAL ALEXANDRA, Winnipeg, Manitoba. 450 well-furnished rooms. Selkirk dining room, Selkirk Lounge. Convention facilities. Open year-round.

CHATEAU FRONTENAC, Québec. Commands a view of the St. Lawrence and Québec. 660 luxurious rooms. Private dining rooms, cocktail lounge, meeting and exhibition rooms, sound projectors. For relaxation: snow sports, golf, sight-seeing, dancing. Open year-round.

ALGONQUIN, St. Andrews-by-the-Sea, New Brunswick. Wonderful Old English atmosphere, fine food and service. Accommodates 350. For after-meeting hours: golf, swimming, tennis, fishing, shuffleboard. Open June 23 to September 9.

CORNWALLIS INN, Kentville, Nova Scotia. Set in the peaceful orchards of the lush Annapolis Valley. Facilities for 150, ideal for small gatherings. Fishing, golf nearby. Open year-round.

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perts." Each machine highlighted a specific Olin product: cartons, cellophane, containers, including bags and sacks, and Ecusta wrapping tissues and lightweight printing papers.

Participants saw their scores recorded on a dial (mark of 250 designating a "packaging expert"). Each guest received a prize, thus creating a natural sales approach for salesmen attendants.

Conceived and constructed by the

Bryan-Elliott Company, Long Island City, N. Y., exhibit also featured other attractions relating to the Olin Packaging Division's variety of products and services. Clever application of a product was effected at the left end of the booth, where, wrapped in cellophane, stood a pair of okapi, which Webster succinctly describes as a "peculiar African mammal closely related to the giraffe." These were the stuffed variety (presumably mother

and offspring).

Colorful product displays, each topped by a large Packaging Division logo, were seen between skee-ball machines. Olin cartons and sacks were prominently displayed against a caricature of an animated carnival strongman. "Strongman" stood on an Olin carton and "tested" its strength.

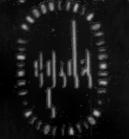
To research background for "Carnival of Packaging" concept, Olin Mathieson sent Bryan-Elliott design-



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ers into the hurdy-gurdy atmosphere of Coney Island. The quest: What makes a carnival? Answer: Bright colors, games of skill, wheel of chance, festive air. Boiled down, that was the formula. Now remained application to the booth and to the products.

Skee-ball machines seemed just the thing to assure participation of the packaging public. But a thorough search of Coney Island failed to turn up available skee-ball machines. Rental was obtained from another entertainment strip—Broadway. It was then a simple matter to rig up a dial that would produce a designation for each player, such as "packaging pro" or "packaging wizard."

Meanwhile, only a few blocks off Broadway, we wound up a hunting safari in a toy shop that promised delivery from Germany of some of Africa's strangest fauna—the okapi. Soon a striped-legged pair, simulated grass underfoot, and wrapped in cellophane, were gazing glassily at the bustle of merriment along the Olin Midway.

Our artists then went to work on a large wheel of chance. When finished, the wheel sparkled with a display of cellophane-wrapped packages of attractive colors and shapes. Extreme right end of the booth featured a two-minute movie to tell the Packaging Division's story and importance of proper packaging. Visitors listened to the audio part with earphones.

Since no carnival would be complete without a ringmaster, Olin Mathieson selected a beautiful and gracious hostess to fill the role and the uniform. As each guest approached the skee-ball area, he was greeted by the ringmistress who placed a small pin in his lapel to label him as "packaging expert." Once the guest completed his game, an Olin salesman was on hand to relate his score to the particular Olin product or service highlighted.

Literature "under glass" was the order of the day at the Olin booth. Guests filled out cards to request material they desired. This procedure helped build prospect lists and also prevented literature from going to persons seeking only giveaways.

As with any carnival, the production was designed for compact shipment, quick setups and ease in striking.

From audience enthusiasm and interest shown in their exhibit and product line, Olin Mathieson learned during the AMA Packaging Show, that the carnival idea, although not a new one for trade shows, brings fun for show goers and gets their orders, too. ♦

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York Plans All Exhibits For Full Year At One Time

12-unit exhibit designed so that individual pieces can be used alone or in combination. Once-a-year planning gives better budget control; makes units available for distributors.

INDIVIDUAL units sell separate product lines, and may be used singly.



Nearly every exhibit, sales promotion or advertising manager, at one time or another, has talked piously about saving money by planning a coordinated exhibit program for a year in advance — making a few exhibits do the job of many and thereby stretching the budget.

Unfortunately, only a few exhibitors put the words into action.

Gardner Displays Company, Pittsburgh, is launching a broad promotion program this month aimed to help its clients achieve this optimum of performance. It cites as good example the exhibits program put into operation by York Corporation, manufacturer of air conditioning, refrigeration and heating equipment. York is a subsidiary of Borg-Warner Corp.

Nucleus of York's program is a 30 ft. by 50 ft. overall exhibit which is made up of 12 individual exhibits to promote York's engineered machinery and packaged products. Each of the 12 units, keyed to York's national advertising program, can be used separately or in combination. This gives York an almost limitless variety of exhibits to fill its entire year's display program.

Keeping York's entire exhibit schedule for 1960 in mind, designer created

an overall display to fill requirements of the two largest shows — Southwest Heating and Air Conditioning Exposition, Dallas, in February, and Western Air Conditioning, Heating and Refrigeration Exhibit, Los Angeles, in April. Major portion of the exhibit also will be shown in Borg-Warner's display rooms in downtown Chicago in June and July.

In addition, individual segments of the overall exhibit and combinations of units are scheduled for use at 10 other trade shows throughout 1960. Numerous opportunities are presenting themselves each month for using portions of it at other regional shows under sponsorship of York distributors.

In all, an estimated 200,000 persons will see part or all of the exhibit this year, York Corporation's advertising department estimates.

York's exhibit was a corrugated translucent plastic ceiling to provide a greater degree of cohesiveness for the overall unit. Ceiling illumination was built in. When smaller segments of the display are used — eliminating need for the ceiling — 4 ft. by 8 ft. sections of the roof assembly can be used as illuminated backdrops, either vertically where the standard eight-

foot limitation is placed on height, or horizontally where lower height restrictions exist.

Next year, the 12 units will be broken down for use at smaller shows and work is already underway at Gardner's on a new, 1961 master exhibit to be designed with the same multiple-use techniques in mind.

York's exhibits are stored in the exhibit builder's warehouse and plant, where refurbishing as necessary is done between shows. Gardner Displays is responsible for shipping the proper segments to each show.

Caron N. Ehehalt, manager of advertising and sales promotion, York Corp., is convinced that "planned impact" is the answer to multiple trade show exhibit problems.

"This system has enabled us to establish our trade show program for the entire year," he says, "and we're able to keep closer control over our exhibit's budget. Most of all, we get much, much more mileage out of the budget."

He points out, too, that through York's advance planning the exhibit designer and builder is able to employ a no-overtime production schedule, thus saving York needless expense. ♦

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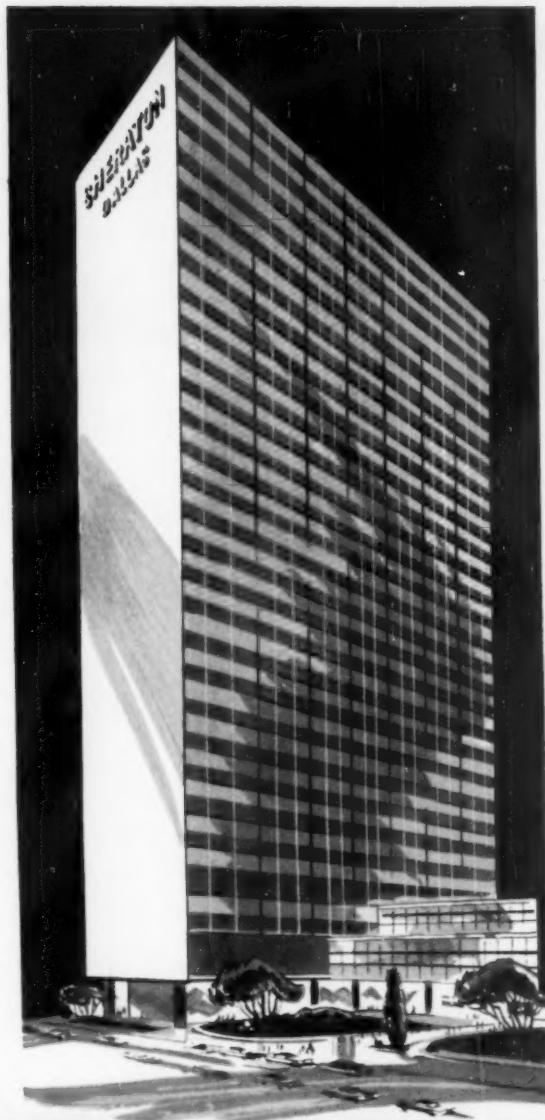
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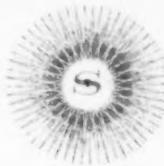


LUXURY GUEST ROOMS have AM-FM clock radios, ice-making compartments and extra large closets . . . many have built-in TV.



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"GATOR-RIDE" gives visitors comfortable seat which travels around to each exhibit. As chair approaches exhibit, a synchronized recorded message gives sales pitch. Visitor can pivot chair in full circle. Seats are driven on track which can be set up in any circular pattern.

Lounge Through This Exhibit

Visitors to International Paper's booth rode in comfort while being exposed to company's story. Sound system set so each chair received narration synchronized to exhibit area it approached.

International Paper Co. took visitors through its exhibit in real comfort—on moving chairs. Mechanized exhibit was designed for use at 1960 National Packaging Exposition, Atlantic City, but can be adapted to a variety of educational and promotional displays.

Unit consists of a chain drive which propels 55 spectator chairs in an elliptical course around a series of three-dimensional exhibits and past a series of giant full-color transparencies. Each chair is equipped with a headset which provides closed-sound, audio synchronized to individual units in the display.

It has been named the "Gator-Ride" as a wordplay on "Gator-Hide," registered trademark for Kraft paper products produced by International Paper. Structural Display Company, Inc., Long Island City, N. Y., designed and built the unique display unit after many months' work with Allan R. Wylie, International Paper promotion manager whose project it was.

Exhibit, eight feet high, was built to fit an area 98 feet long and 40 feet wide, allotted to International Paper

in Convention Hall. Like a boy's model railroad, however, the track can be dismantled and reset to form various shapes. Recording equipment, transparencies and three-dimensional exhibits can, of course, be adapted or changed to fit almost any variety of circumstances.

Chain-driven track itself, basis of the display unit, is powered by four one-quarter hp electric motors which mesh four sets of gears to turn the 206-foot track in its course. Overlapping pallets, each carrying one of the audio-equipped chairs, are mounted on this single steel track.

This part of the exhibit was designed with the cooperation of American Stage and Equipment Company, veteran producers of equipment for such clients as Metropolitan Opera, Radio City Music Hall, and Roxy Theatre.

To insure absolute safety, moving platform is built with flush outer edges, while heavy double layers of carpeting and sponge rubber provide comfort plus insulation. Chairs are foam-padded lounge chairs, especially

designed to swivel in a full circle and mounted on aluminum claw-type bases bolted to the pallets.

As it was used at the Packaging Exposition, "Gator-Ride" offered these features:

- Synchronized tape recording of narration individually monitored to each chair headset to coincide with the display being passed.
- Series of large transparencies, back-lighted and in full color, to tell the story of paper-making from forest to final delivery, with realistic sound effects interspersed with narration.
- Eight three-dimensional displays to feature company's products.

Promotional "literature" similar in format and design to an airline ticket was sent by International Paper divisional salesmen to their customers, offering advance notice of "Gator-Ride." Each ticket packet carried an invitation to the International Paper hospitality suite at Haddon Hall, a



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free ride ticket on the "Gator-Ride," and a time-saving pre-registration form for the International Paper display booth.

Entering the "Gator-Ride," a visitor was seated in a lounge chair on the slowly revolving track and helped to don headphones. First phase of ride took him through a tunnel, past a series of transparencies. These showed the papermaking process.

Emerging from the "tunnel" where these photos were mounted, the spectator was carried past three-dimensional displays for International Paper divisions: Southern Kraft Paper Division, Southern Kraft Bag and Wrapping Division, Southern Kraft Board Division, Bag Pak Division, Single Service Division (which produces "Pure-Pak" paper milk cartons), Lord Baltimore Press (International Paper subsidiary which produces high-fashion consumer and industrial packaging design), and Container Division.

Though International Paper has long been a major user of dramatic displays, "Gator-Ride" is the most ambitious.

► Prime problem for "Gator Ride" was sound. Unlike Disneyland, which uses an electric-eye circuit breaker and open sound, this display had to use a closed sound system, and Promotion Manager Wylie believed it was important that the audio be individually synchronized with each chair. This problem, worked out with engineers of Mohawk Electronics, was finally solved with banks of tape decks which received their impulse from a connection with the track.

Chairs, designed for safety and comfort, were developed by I. V. Chair Company, Brooklyn. ♦

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■ PRINTERS' INK APRIL 15, 1960

"...The
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have always had in Structural
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justified. Your fine organization
made, what at times seemed
like an impossible assign-
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FRONTIER TOWN captures crowds. Inside saloon is cowboy on wild bull (bottom, left) used to take pictures of guests. Hanging tree spots "crimes".

Westinghouse Captures Old West (and crowds)

Western theme for Westinghouse exhibit appears to attract spectators just as well as horse opera on television. Exhibit was a dressed-up Western frontier town in which convention delegates of National Assn. of Building Owners and Managers could careen about. Within the frontier town, Westinghouse exhibited products from three of its divisions: Elevator, Light-

ing and Sturtevant (air cleaning).

Exhibit allowed delegates to get right into the act and "play" cowboy. Part of its success may be contributed to the "we never get over playing cowboy" factor. Western town was built by Freeman Decorating Co., Dallas.

Gardner Associates, Inc., Pittsburgh, designed whole exhibit around

a Western saloon in which delegates could gather. At one end of the bar, delegates were asked to stand behind comic scene of a cowboy trying to ride a bucking steer. When delegates placed their heads in proper spot, a picture was snapped with a Polaroid camera.

Evidence of the exhibit's success is the number of visitors who had their pictures photographed. With only 404 official delegates at the convention plus their families and exhibitors, some 1,500 Polaroid pictures were taken by Westinghouse Elevator sales staff.

As a convention follow-up, individual photographs and sales literature were mailed by Westinghouse to all those who had pictures taken. A comparison between the number who had their picture taken and the convention registration leads one to suspect nearly everyone visited Westinghouse's Western town.

Elsewhere in the exhibit, a humorous touch was added by a tombstone standing in a desert scene which read: "Here lies A. Builder without Westinghouse Electronic Air Cleaning. In an actual case study, this building costs its owner \$16,482 more than an identical building with Westinghouse Precipitron."

Two drawings a day were used as a traffic stimulant. Padlock keys were distributed to exhibit visitors. Only a few of them would open the padlock on the Westinghouse treasure chest in front of the U-Can Bank. U-Can was the Lighting Division's part of the Western town exhibit. Dummy sat on bank counter to supervise the opening of the treasure chest padlock. Winners took away a new Westinghouse Corridor Light.

Another drawing consisted of the delegate's name being placed in a "beer barrel" at one end of the saloon bar. Two winning names each day were drawn and posted on the "wanted" posters behind bar. Each received a Westinghouse portable radio. A grand prize was awarded on the final day when name was drawn out of the barrel for a stereo player.

Perhaps the most powerful scene of the Western town exhibit was one entitled "End of the Trail." Displayed near a Westinghouse air cleaner was a hanging tree. Four dummy men dangled from its limbs with signs around their necks. Signs told of one of the high crimes of using unfiltered air in large buildings. Reason for the realistic appearance of scene is the fact that Westinghouse's Precipitron happens to look similar to a jail door.



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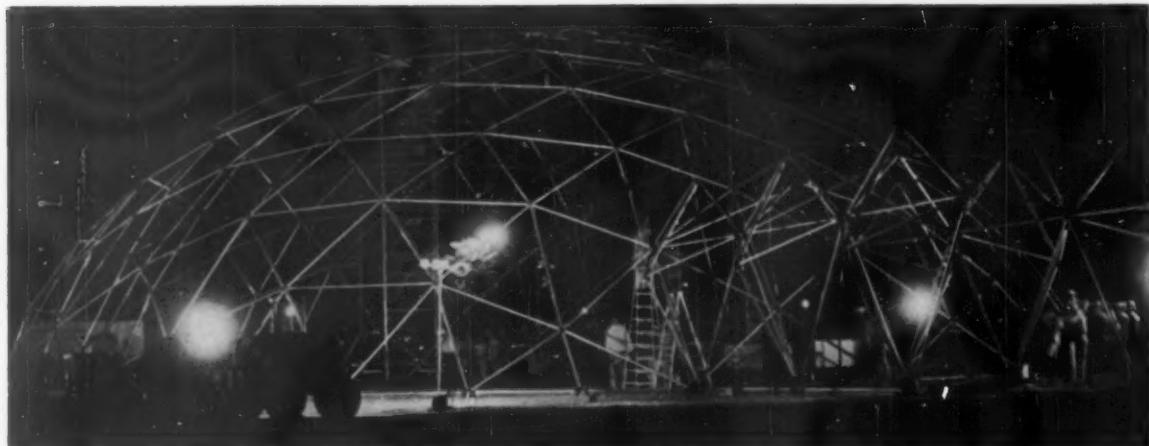


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WORKMEN erect aluminum skeleton on which hangs black nylon material. Dome is portable theater in which Ford Motor Co. holds farm implement industrial theater in 24 cities. Entire geodesic dome takes two days to put up and seats 800.

Ford Cavalcade Picks Up and Goes

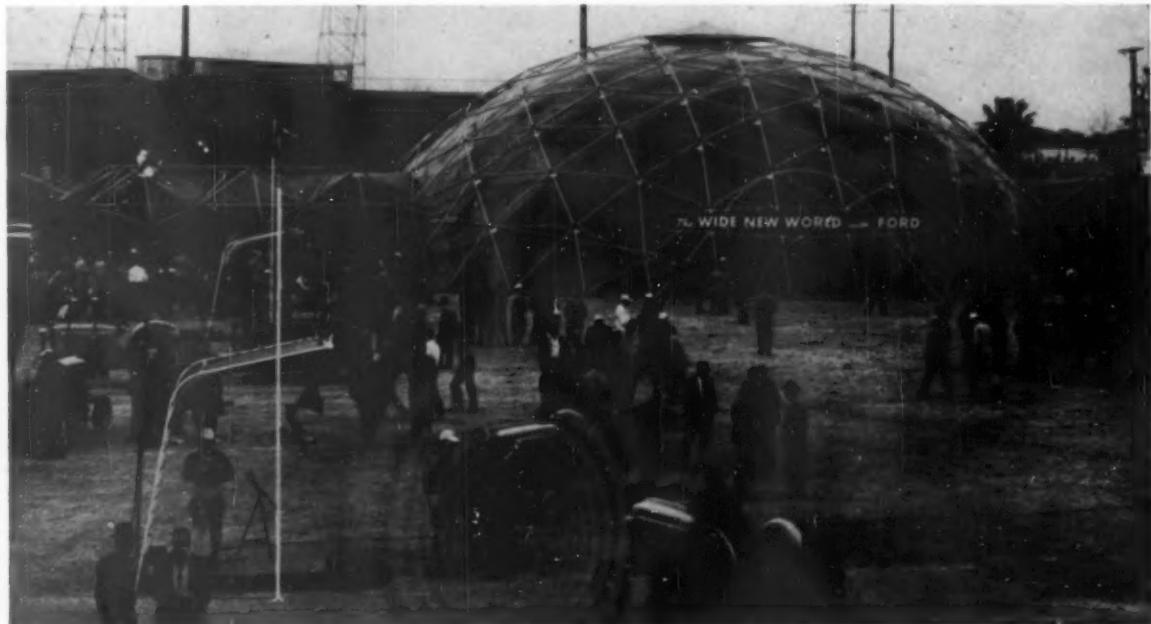
Ford combines industrial theater and outdoor exhibits in traveling show. Two troupes cover 24 cities in East and Midwest. Portable auditorium is nylon covered geodesic dome—seats 800.

Aluminum skeleton structure with nylon covering is moving by vans throughout the U.S. to hold Ford

Motor Company's 1960 Cavalcade. Huge portable auditorium is a nylon counterpart of igloos in the north-

lands.

Auditorium houses Ford's latest models in farm implements and will



OUTSIDE VIEW of Ford's 1960 Cavalcade where farmers mill about equipment exhibit between shows.



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And for the added comfort of your group, the Sheraton-Park now has four new floors of garage parking.

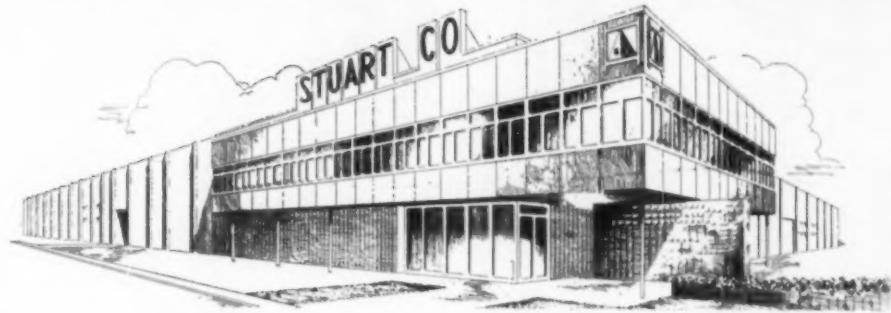
Your members will find it's sheer pleasure doing business in the resort atmosphere of the Sheraton-Park. The hotel's facilities include an outdoor swimming pool, four tennis courts, 1200 outside rooms, all with air-conditioning, radio and TV, three fine restaurants for excellent dining at reasonable prices, two delightful cocktail lounges for meeting and entertaining associates.

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INSIDE DOME spectators see parade of farm implement equipment go by as integrated part of 1960 Cavalcade industrial show. Professional actors used.

host some 120,000 potential customers before the end of the sales roadshow. Three stories high, the geodesic dome is used to sell prospects with the aid of Broadway entertainers and demonstrations of latest Ford equipment. Dome has a capacity to seat 800 spectators at one time. Inside, there is over 10,000 sq. ft. of unobstructed floor area for equipment and show.

The 1960 Cavalcade is a traveling "summer stock" version of the now popular industrial theater technique. Show travels in two caravans. One swings across the agricultural regions of the East, while a second tours farm areas in the Midwest.

Dome is a third of a sphere and measures 110 ft. in diameter on the ground. Two covered entrances permit the largest type of industrial and farm equipment to be moved through dome. There are no poles or supporting columns to interfere with the audience's vision. Black nylon cover over aluminum skeleton structure allows darkness during performance.

Portable structure is designed for air transportation as well. New Orleans show followed the Dallas premiere of the Midwest team. Dome was lifted by a helicopter to set up Louisiana show site.

New type "jumbo" strip film projector is used to throw image on a screen, 42-ft. wide and 10-ft. high, to attain a wide screen effect. Image size to spectator is four-to-one ratio. Picture moves slowly across screen

by means of a motor-driven system in about 10 seconds to provide audience with illusion of motion.

Motion pictures keyed to "The Wide New World with Ford" theme also is projected "billboard" size. Combined with a stereo audio system, audio surrounds the audience with voice, music and sound effects for 90-minute show.

Broadway singer and dancers use their talents to put over the Ford sales pitch. Musical numbers with special lyrics sum up advantages of Ford Products in the farm implement field. Although costumes are not overly elaborate, the talent for the show is top draw. Buff Shurron, "Guys and Dolls"; Norma Doggett, late of Ed Sullivan and Steve Allen shows; Robert Shafer, "Song of Norway"; Arthur Barnett, "Annie Get Your Gun"; and Buzz Halliday, "Shinbone Alley"; star in the Ford production.

Suspended spotlight arrangement gives the portable theater stage lighting effects to add emphasis to portions of show. Curtains are hung in the stage wings to give crew privacy from the audience. Across the open stage are mounted microphones to give necessary amplification (to offset poor acoustics associated with portable theaters).

Music for the 1960 Cavalcade is by Harold Beebe, writer of scores for "The Singing Guitar," and "Songs for Squares," a recent recording album.

Musical director for the Ford show

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is Maurice Levine, conductor of the "Three Penny Opera" in New York City. In the past, he was also music and choral director for several Broadway productions such as: "Kismet," "Music in the Air," and the New York Philharmonic.

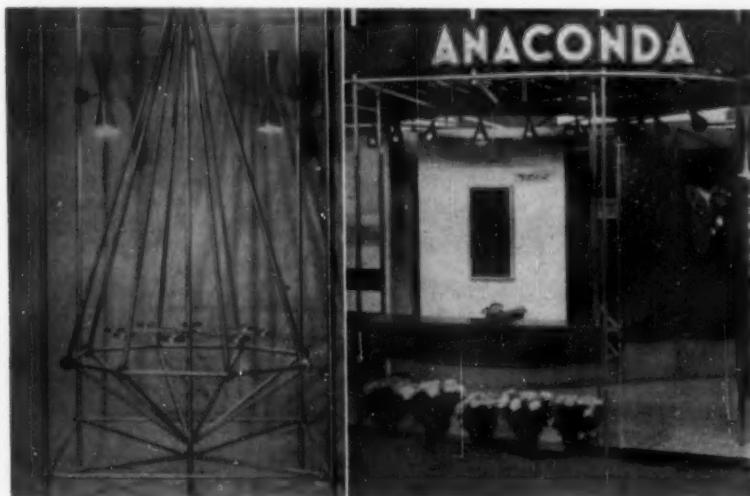
The Jam Handy Organization, Detroit, created the show by which farmers could get a combination of information and a good time. Ten stationwagons and four 15-ton vans transport the cast, props and dismantled dome across 25 states to scheduled show sites. Twenty-four show sites have been planned in all for the two show-caravans. In most cities to be visited, the Cavalcade show will run two days, three performances a day. Two days are required for setup before the show can open in each location.

Musical production was designed to get farmers into a receptive mood to hear about Ford's farm implements. Cavalcade represents a once-in-a-while opportunity for farmers to see complete Ford line at their door-

step. Creative marketing is the term Ford Company uses to describe its roadshow. Ford Merchandising Manager R. T. Armstrong says, "For variety of equipment assembled at one place by one organization, the Cavalcade will be without precedent in our industry."

Outside the dome, Ford displays a "midway" of farm implement equipment. Early shows have already resulted in the company being able to sell right off the show grounds (even before the last curtain in many cases).

The 1960 Cavalcade is open to farmer-customers as well as Ford dealers and salesmen. Admission to the 1960 show is handled through local dealers who hand out tickets to farmers. Another way in which farmers can see show is by answering special direct mail pieces that advertise when the show will arrive in the area. Interested people simply return an enclosed card to obtain tickets. Technique tends to eliminate curiosity seekers and limit audience to prime potential customers. ♦



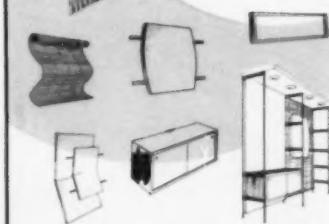
Tubing System for Flexible Exhibit

VARIETY of geometric exhibit designs (left) are readily available with a universal exhibit system by Octopus Product, Inc., Canada. It is all done with tubing: round, square or hexagonal combined with one or more primary parts such as a hub, radial expander and universal swivel. Octopus jacks and tensioners may be used to steady exhibit either from ceiling to floor or between walls, pillars or posts. System also can be erected to be completely self-supporting by placing vertical supports in triangular arrangements.

Expensive look (right) can be achieved with common material mounted on the basic tube framework. Sheets of plastic, plywood, hardboard, metal and glass can be used for exhibit counters, shelves or walls. Plastic sheeting and colored cards can be curved and contoured in different positions for modernistic effect. Glass and clear plastic can be employed to create transparent designs. Principle advantage to system is that parts are re-useable even though exhibitor may change design.

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BOUNCE SOUND principle is described in G.T.&E.'s exhibit as the future space communications system. System can be used for transoceanic messages, too.

Stockholders Exposed to World of Sight and Sound

General Telephone & Electronics stages meeting for share owners in Tampa. Explains technical operations of company through exhibits. Show kept open two extra days so public could be invited.

General Telephone & Electronics Corp. erected 9,600 sq. ft. of exhibits for its annual shareowners meeting held in the Fort Homer Hesterly Armory in Tampa, April 20. Telephone exhibit theme was, "The Wonderful World of Sight and Sound."

GT&E has more than 185,000 common shareowners. Company policy directs yearly shareowners meeting is to be held outside New York City three out of every five years in areas where GT&E stockholders are concentrated. Tampa was chosen this year because of the number of retired people in Florida who own GT&E stock. Factor was one of the reasons cited by GT&E for the heavy attendance this year.

To get mileage out of telephone exhibit, public was invited to see it two days after the close of GT&E's shareowner meeting. Telephone exhibit was designed and built by Design-Built Studios, Inc., Long Island City, N. Y. Studios designed multi-purpose exhibit which means that it can be broken down into lessor exhibits to be used at open houses, trade shows and sales meetings other times in the year.

Host company for the annual shareowners meeting was GT&E of Florida. Local company used its telephone poles to erect signs all over the city which pointed the way to Ford Homer Hesterly Armory. In addition to the functional value, signs

tended to give Tampa a festive atmosphere.

Telephone exhibit told shareowners the story of GT&E's diversified operations in the field of communication, electronics, lighting, television-radio, photography, chemistry and metallurgy. One hour before the official shareowners meeting was to start, telephone exhibit was opened for shareowners inspection. Exhibit gave those already registered something to do while remainder of share owners were processed.

Giant telephone fronted the telephone exhibit with invitation to shareowners to see GT&E's exhibit of products, services, operations, research and development provided by more than 86,000 employees.

Although individual exhibits were manned by technicians to explain how equipment worked, questions from the floor on the exhibit were answered in the shareowners meeting itself. Shareowners participated in some of the individual exhibits before and after the official meeting. "Mobilte" was displayed so visitors picked up a receiver to hear a recorded message on how car-to-home operation works. System calls for a direct dialing without an operator when available. Signal is transmitted by a microwave which is the principle used to transmit long distant calls in the U. S.

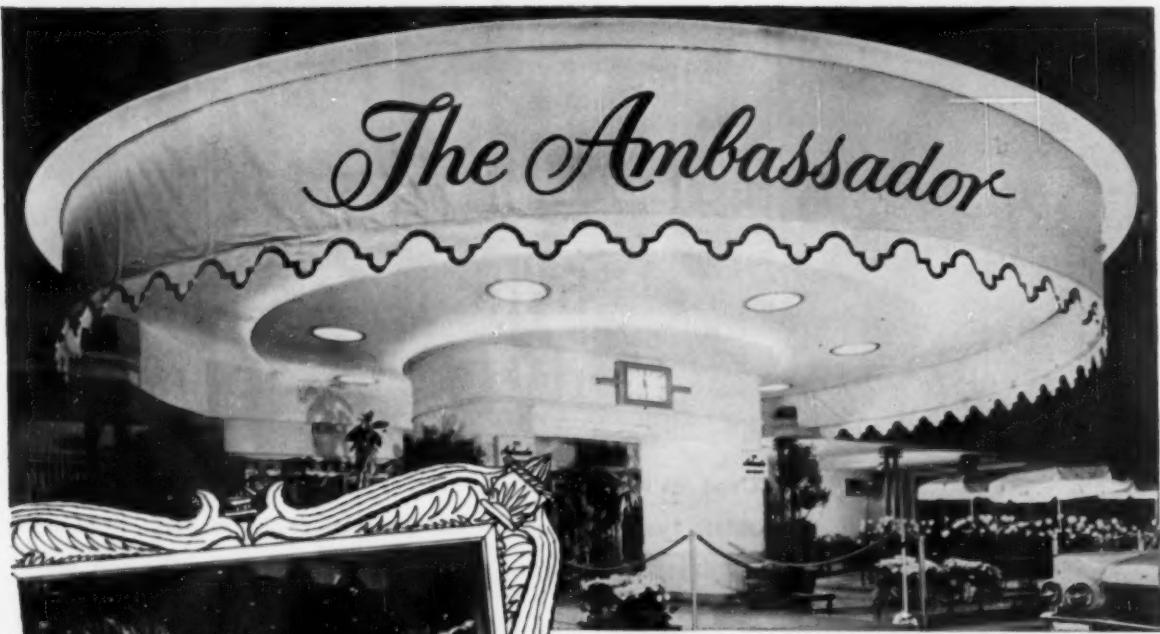
Another participation exhibit was a booth in which shareowners could see how dial system works. Through glass panel, dialer could watch the electronic switch system set up relay as the shareowner dialed each digit.

Elsewhere, shareowner had opportunity to pick up telephone and talk. Message was recorded and played back to give speaker an idea of how his voice sounds on the telephone. Along with exhibit, booklets were available to tell shareowners how to have a good telephone voice.

One portion of telephone exhibit gave shareowners a peek at the future. GT&E laboratory exhibit displayed a futuristic system of bounce sound which uses a satellite in space. Telephone message is beamed at satellite orbiting around Earth. Message is then reflected from the satellite to anywhere on Earth. Bounce sound eliminates need for transoceanic telephone cables which sometimes break.

Another individual exhibit had closed-circuit TV equipment on display for use at conventions and sales meetings. Exhibit had three direct-wire TV cameras televising some placards which GT&E's Sylvania had set up.

Exhibits have more recently be-



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come an important tool in stockholders relations. One reason for its increased popularity is that exhibits are

one way in which complicated products and processes can be explained to non-technical people. ♦

Exhibit to Sell Cotton Use to Spaniards

Dept. of Agriculture and Cotton Council join to promote use of cotton to Barcelona Intl. Samples Fair visitors. Two-story exhibit was designed in U. S.; to be built by Spanish labor.

United States is trying to show the Spanish people how they can help themselves by increasing the use of cotton. "Feed bag fashions" may successfully invade the proud, old land of mantillas and fluttering fans next June.

Sponsored by U. S. Department of Agriculture and Cotton Council International, construction began April 5 on an American exhibit designed to promote uses of cotton at Barcelona International Samples Fair beginning June 1.

Entering a giant hall, visitors will be shuttled through display dramatizing—by use of pretty Spanish teenagers in one instance—how cotton fits into the "Seven Ages of Man." Aided by Singer sewing machines and Carrier air conditioning, exhibit's purpose, officials say, will be simply to stimulate Spaniards' thinking about cotton—and, indirectly, the American variety.

The two-story exhibit is expected to be noteworthy in several respects. It is being constructed by Spanish labor—under supervision of The Displayers, Inc., New York City—in a country which not only grows its own cotton, but maintains a sizable textile industry.

It was designed by The Displayers in one of the few instances in which the U. S. Government has placed responsibility for such an important project with an exhibit firm.

Exhibit will unfold at a time of heated controversy in the United States touched off by a 550% increase in foreign textile imports over the last 12 years.

U. S. officials who sell surplus raw cotton abroad at world-price levels, are being besieged with complaints from American producers who must purchase U. S. cotton at higher prices. To protect against the foreign textile invasion, American industry is requesting a protection system based on quotas for individual countries.

Staying entirely clear of this controversy, American exhibit at Barcelona will focus on the paradoxical sides of cotton—absorbent yet waterproof; stretchable or shrink-resistant—and will imaginatively portray the dilemma of a world without cotton.

It will display cotton's uses in the home, in fishing, in industry, and agriculture, highlighting a fashion show of cotton styles in utility garments and uniforms. An air-conditioned movie theater will show a film tracing cotton's history from its earliest use.

Theme of the exhibit is that cotton, nature's miracle fiber, is doing much to weave a friendlier spirit of cooperation between two nations who have shared a traditional and cultural heritage for many centuries.

At one point a display will proclaim: Here is a new idea in cotton on the farm—"Feed Bags into Clothing." Exhibit will suggest that Spaniards buy feed in cotton bags, with the color and pattern of their choice.

All that remains, exhibit indicates, will be for them to open the bags, cut them to shape, sew them—and "look at the pretty results." No cotton-clad caballeros, tilting at windmills, will be pictured. ♦

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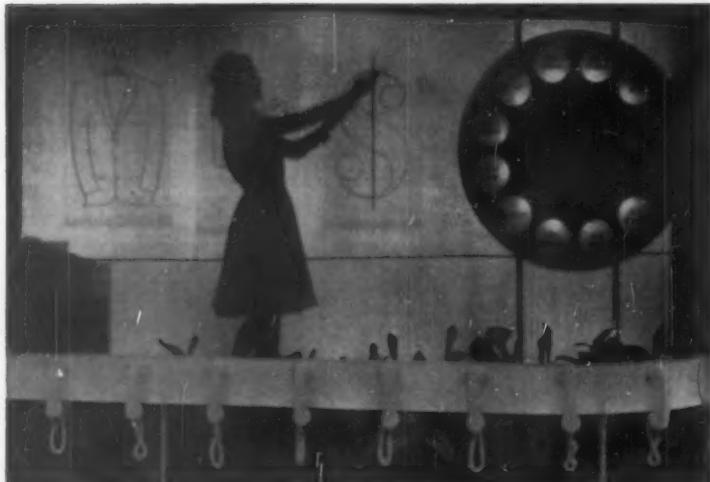
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How to Put "Show" in Trade Shows

Theatrics on the increase at trade and industrial shows. Everything from automatic stringed puppets to ventriloquists and magicians now sell product stories. Demonstrations that use theatrical approach create curiosity which is a universal crowd builder.

By HARRY GARDNER
President, Gardner Associates, Inc.

Exhibits at shows in recent months indicate a new and bright concept is slowly but surely taking hold. More and more exhibitors are turning to theatrics to lure the show visitor and dramatically deliver the sales message.

As one walks the aisles of shows, a marked increase is seen in the use of such things as demonstrations: trick uses of recorded sound, color and light, plus live talent effects. Apparently exhibitors are coming to believe

that there isn't enough "show" in trade shows. This is the ingredient they need to strongly compete with neighboring exhibitors.

Exhibit techniques have advanced to a degree where the simple addition of animation to an exhibit in no way promises it will be an attraction. It takes more than motion to stop today's show visitor. With a maze of movement about him, a show visitor literally moves through the aisles faster than the speed of the average animation.

Few exhibitors have not heard of the "phonomimic," a technique that at first was labeled a gimmick with a short life expectancy. Since then it has blossomed into a strong medium



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of communication which has been repeated in a multitude of settings with success. It has appeared in one national show for six consecutive years, for five different exhibitors. It will be seen at the American Medical Assn. show in June for the third straight year.

New exhibit techniques include one with the intriguing name of "Sell-Houette." It uses the theater's oldest art, pantomime. Another technique involves the old-fashion pitchman with a slight-of-hand treatment that has met with approval in just four short months.

New York Telephone Co. first unveiled "Sell-Houette" at the National Hotel Show in New York City last November. In this age where emphasis has been placed on color, the technique gains its attention through the simplicity of black and white. It involves the use of moving silhouettes played against a strong background of light synchronized to sound and a sales message.

A clever pantomime show is presently touring the West Coast for Ford Motor Co. in a "Suburban Living" show to introduce Ford's experimental Leva-Car as a new concept in motorizing.

Plant Maintenance and Engineering Show in Philadelphia last January saw the introduction of a magician-entertainer. So successful was the show for Westinghouse that it has requested a three year option. In addition, it has booked the attraction for numerous other shows this year.

What have we found to be the important key to presenting this type of attraction at trade shows?

It is no trade secret that curiosity killed the proverbial cat. But, it will also attract people if the ingredients are properly balanced so there is something worth-while for the audience. In the past, we have used such attraction as "Syncopated Waters," a miniature version of the celebrated "Dancing Waters," in exhibits.

Automatic stringed puppets operated by a live operator have the action associated with stringed marionettes has been successful. Introduction of "Stereo-Sound" over earphones amazes the most experienced stereo-hi-fi audiophile.

Another theatrical technique is the "Demo-lusion" principle. It simply means a demonstration is performed with the added excitement of illusion. Audience watches as products dissolve into the motion of demonstrations wherein only a demonstrator's hands are in view. Products seem to be suspended in mid-air.

"Synchro-Demo" is another dramatic presentation. This is where one

demonstrator is employed and all of them are synchronized perfectly to deliver the same sales pitch all along the front of a booth. It has the effect of mass presentation and the sureness of hitting a prospect no matter at what point he enters the booth.

Popular ventriloquist act has been given new and exciting variations. Imagine an attractive girl ventriloquist and a man's voice coming from the dummy. Or the case where the ventriloquist figure is also a dummy and a hidden operator works both of them.

Our latest innovation takes the form of a wireless telephone which allows the booth visitor to be treated to a "party line" telephone conversation transmitted by phone without wires. Used by Westinghouse at National Electrical Contractors Show, the idea has great potential for both trade shows and sales meetings.

Field of trade show theatrics is highly specialized. To gain the most from the use of such a technique, a producer should be versed in the art of exhibiting to sell and in the areas of show planning and timing (to give a professional look to the presentation).

Yes, exhibit selling is taking on a "new look" in the form of more "life" in exhibits. ♦



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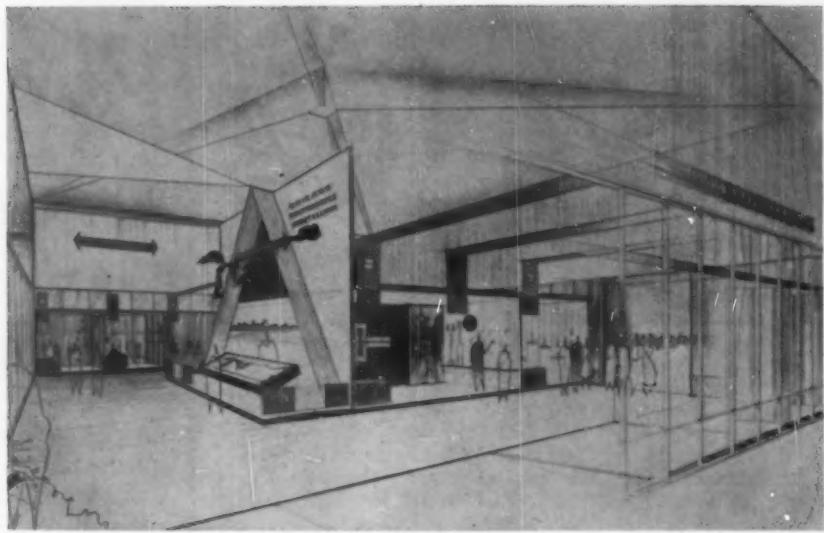
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ARTIST'S SKETCH of the Chicago exhibit to be erected in the Vienna Fair, U.S. Pavilion.

Chicago Pushes Export Via Exhibits

City's Association of Commerce and Industry creates Operation Export. Aim is to sign up manufacturers for exhibits in foreign fairs and push Chicago-made products. First test in Vienna.

By ROBERT A. KELLY

In less than four months, 35 Chicago manufacturers will launch an aggressive international trade promotion to be known as Operation Export. It is latest in a steadily expanding string of trade promotions sponsored by the city's Associations of Commerce and Industry, which promotes such ventures as the annual World Trade Fair, annual World Trade Conference and annual World Marketing Conference. This traveling version of the Chicago World Trade Center is an attempt to call world attention to a bustling city with lots to say and sell.

Chicago products will be displayed internationally starting with the Vienna Fair, September 4-11. Vienna is to be followed by international trade fairs throughout the world.

Physical facilities available in Vienna are part of the U.S. Depart-

ment of Commerce program to increase our exports. Chicago exhibit will use 4,000 sq. ft. within the U.S. pavilion, located in Vienna's "Messe-gelaende." The CACI space will be completely glass enclosed.

Operation Export attracts exhibitors because it is well timed. Our imports have grown to the point where they just about equal the amount of exports which means more dollars are available to buy U.S. products. Another factor is the rising prosperity of many world areas which now brings American products within the people's means.

Incomes are growing. Luxury items are becoming more marketable simply because they have entered the reach of more people. Moreover, the U.S. Government is bringing pressure to bear upon nations which enjoy an improved trade balance with this coun-

try. It negotiates for lower import restrictions and reviews quota system with the aim to improve market conditions for American products in those countries.

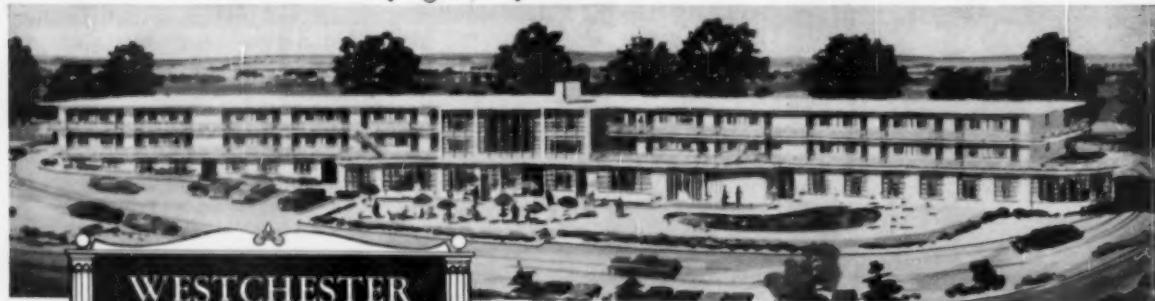
In addition, American millions in economic aid will increasingly be used to buy U.S. products as the Government tightens its control on foreign aid spending. Monetary funds and international banks will extend credit to less developed countries for capital investment. More and more it will result in new markets for machinery and equipment.

With these profitable facts in mind, Chicago's Operation Export looks to Chicago manufacturers. Here is the immediate benefits extended to OE exhibitors:

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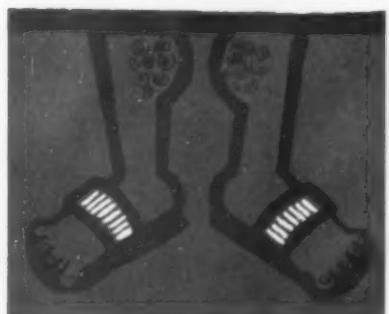
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itor pays a flat \$1,200 for each show. It gives exhibitors more experience in international trade as part of a well planned, aggressive export promotion program. Exhibitor's only responsibility is to insure that his product reaches the fair site and that exhibit is properly disposed of when required. Exhibit booths are constructed at show site by the CACI at no additional cost.

2. Products will be exhibited in the World Trade Center manned by a trained staff of multi-lingual personnel who have answers about products as well as foreign markets.

3. Center will be impressively designed to best display various products and services. CACI employed Roy Dolan as art director and Chicago's Jim Fitzpatrick as engineer to manage physical aspects of the Chicago exhibit. Bob Bean is the CACI's world trade division director who has had previous experience in export and import markets.

Exhibit will include stands, shelves, partitions, lighting, desks, display cases, flooring, utilities and services essential to the operation of an exhibit. Association stands ready to assist anyone to put together his ex-

hibit either by using staff experts or through outside exhibit organizations. Option is up to the exhibitor.

4. Trade inquiries will be closely followed-up and reported promptly to the proper exhibitor. CACI will provide an evaluation of prospective sales agents and foreign importers interested in representing Chicago companies.

Special exhibit staff will be concerned with evaluating the entire market status to determine whether a given product stands a chance to succeed abroad. Only those products with a reasonable opportunity to do so will be exhibited. Association feels that this is also a service in terms of protecting a prospective exhibitor's time and money.

It will not be necessary for exhibitor to have his employees on the scene. Staffing chores will be handled by CACI. It is planned to set up a world trade mission of exhibitors who will tour fairs and trade shows abroad where their products are being shown.

"Actually," says Bob Cunningham, official spokesman for CACI, "We are the first chamber of commerce in the country to do this sort of thing. As such, we wanted to kick-off in the

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right manner. We believe the Vienna Fair in September to be an ideal exposure for Operation Export."

Tom Coulter, CACI's chief executive officer, adds, "You know this particular show in Vienna is highly regarded. That is the sort of goodwill we want to support our traveling trade center. It usually attracts over 650,000 potential buyers from all over Europe. Austria has established almost full convertibility of its currency for dollar imports. The new dollar liberalization covers 99.6% of all industrial materials imported and 92% of all manufactured goods."

Operation Export marks a new awareness of the changing face of the world market. It holds a golden promise for American business. Where obstacles such as languages, currency, distribution, merchandising, cartels, quotas, government red-tape used to hamper American business expansion in foreign countries, many U.S. companies have proved that it can be done profitably today.

While the U.S. is the largest exporter in the world, our total annual export rarely touches even 5% of our gross national production. Of the companies comprising this modest

percentage, most are large enough to carry export departments of their own to solve international trade problems.

What about the smaller businesses with the greatest opportunity to grow? They have paid little attention to these growing world markets because of either lack of interest, knowledge, staff or finances.

Operation Export was organized to awaken interest in smaller business to opportunities abroad and help them get started.

CACI's object is "to define and exploit export markets for American products where tariffs, volume potential and foreign exchange conditions present attractive opportunities." A secondary goal is to locate new investments, patent and licensing opportunities for American companies in foreign countries where satisfactory agreements for joint ventures can be made with confidence."

CACI simply tells Chicago manufacturers, "If it is profits you want, here is a good opportunity."

The 1960 Fall show in Vienna will be the first of many CACI exhibits aimed to make Chicago's world trade exhibits familiar sights in marketing capitals of the world. ♦

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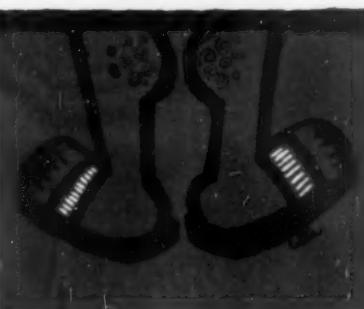
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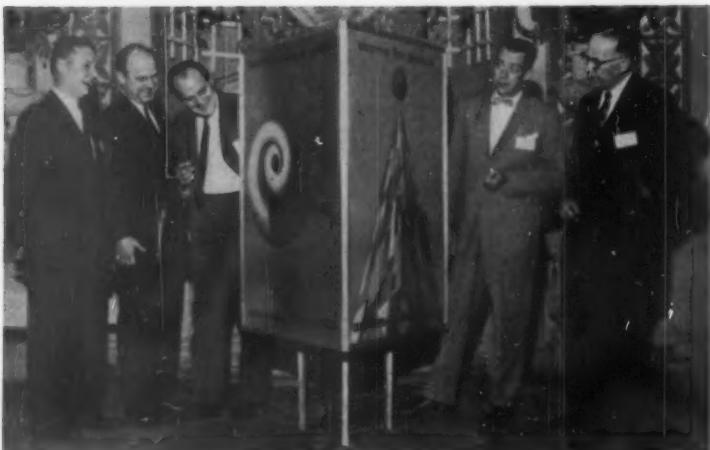
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AT INTERMISSION A.N.A. group views "Atoms for Peace" display.

A.N.A. Probes Exhibit Medium

Workshop dissects shows and activities involved with them. Absence of statistical data decried. Tips on show selection and booth demonstration offered. Value of new materials for exhibit construction and wisdom of early shipping plans outlined.

Association of National Advertisers probed deep into the exhibit medium last month to find clues to successful trade and industrial show participation. A.N.A.'s "Workshop on Shows and Exhibits" brought 175 advertising executives together in New York City for a full-day dissection of the three-dimensional medium.

Clyde R. Dean, general manager, Yale Materials Handling Div., The Yale & Towne Manufacturing Co., set the stage for the workshop in his keynote address. He set forth positive values of exhibits and then charged show managers and others with deficiencies that could kill the "goose that lays the golden eggs."

"Participation in trade shows throughout the year can give sales management key rallying points and target dates for the accomplishment of field education programs," Dean pointed out. "Scheduling of this nature makes the show itself a more

important medium. I don't mean in any way to recommend show participation for the sake of being in a show. Careful evaluation must precede any decision to enter an exhibition, but once this decision has been made, the rest of the sales program can be laid out around it."

Top sales management should be on hand at every show, Dean suggested. "The very presence of executive level people lends more importance to the show itself," said Dean. "Further, a company's presence in a show can often be tied into local and regional sales meetings to the best utilization of the promotion and sales dollars."

Dean expressed his distress at the absence of data on shows and their audiences. "First of all, some sound form of business audit should be applied to trade expositions," he declared. "At present, audits are carried out in accordance with the whims of the individual show managements. In

the trade show field, too often, we are left to supposition, guesswork and informal information. We find ourselves too often speculating on a show and winding up with a very costly experiment which could have been avoided if sufficient information had been available to us for our planning."

Some of the steps that would improve exhibiting were outlined by Dean: "All show promoters would be required to provide audits of attendance, geographically and by industrial classification. Ground rules would be established as to legitimate space rates. More uniform show service rates and regulations would be adhered to in order to maintain show certification."

A.N.A.'s workshop attempted to cover each important phase of exhibit plans and operations. On "Show and Space Selection," B. L. Thompson, manager, Trade Shows & Visual Aids, Allied Chemical Corp., had this to say:

"Make sure, and this is obvious, that the shows you select have an attendance from a marketing area where your distribution of product and sales force apply. National shows, for instance, for a regionally distributed product would not be a sound investment at their present high costs."

"Even a national show held in a city which is a weak spot in your distribution system should be explored thoroughly since 50% to 60% of any national show audience is drawn from within 100 miles of the show city. Unless the additional 40% of national audience is worth while for the price, it would not be recommended."

Oscar Rosemeier, exhibit manager, H. J. Heinz Co., discussed exhibit design and animation. "I don't like live demonstrations or animations if used as a gimmick to attract attention," he pointed out. "Live demonstrations and animation must place the attention on what is being done and not on the live demonstrators. If live demonstration is not used carefully, it is very easy to lose the entire effect of an exhibit because all attention is on the models, which will give you quantitative audience but not selective type of audience."

On the same subject, Edward L. Grant, manager, advertising services, Hercules Powder Co., had this to say:

"We have found that a programmed demonstration or an audience participation device will pack the booth and sometimes the aisles. In fact, we have, on occasion, been asked by the exhibit management to control the number of spectators so that aisles could be kept clear. The danger in this device is obvious. Unless this effort is carefully planned and staged to direct interest



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toward a particular property or market use of a product, it can divert attention from the principal booth story.

"We believe that such a demonstration should be made by hand-picked persons from our own staff, who speak from a previously prepared script, and who have been carefully rehearsed."

Advertising Dept. at Hercules regards entertainment as an important phase of exhibit participation. "This work includes the operation of the entertainment suite, the handling of refreshments, receiving guests, and the arrangements for group dinners with customers," Grant revealed. "We also reserve and assign hotel rooms and pre-register all of our representatives whenever the hotel will permit."

Grant offered seven subjects that are discussed at a meeting of Hercules advertising and sales executives as soon as an exhibit date is announced. "At this meeting," he reported, "sales objectives are clarified and arrangements are made for these activities:

1. Selection and pre-training of booth personnel.

2. Design and construction of an exhibit, including any possible programmed demonstrations.

3. Pre-promotion of exhibit in trade press and direct mail promotion.

4. Special printed material, including suite cards, tickets to the show, product leaflets.

5. Plans for accommodations—entertainment suite, hotel rooms, transportation.

6. Any extra effort, such as a working suite in the hotel. This is in addition to the general entertainment suite. "We have found this to be a most efficient way to get extra mileage from exhibit participation."

7. Preview of exhibit by representatives of trade press.

It is worth while to search for new materials to be used in your exhibits, Hubert Fitzgerald, supervisor of displays, Armstrong Cork Co., told A.N.A. workshop members. He outlined criteria against which you might put a new material before incorporating it into an exhibit.

"Is it lightweight to cut down freight expenses?" he suggested as one question to be asked about a new material. "Is it durable enough to withstand the rough handling given displays in transit? Will it retain its attractive appearance even with little

or no maintenance? Is it timely enough to have stepped from the pages of the best current architectural publications? Is it likely to remain in good taste for at least three years, so that the display can be adapted for other exhibitions later? Does this material enhance the booth design and layout? Is the cost reasonable?

No exhibitor could keep up with all new materials, Fitzgerald admitted. "But even if we just start to pursue this phase of exhibit planning more actively, we will find it rewarding. Keeping up to date on new materials will help bring about a saving in labor costs and the costs of the materials themselves. Most important, it will result in exhibits that are more functional as well as more esthetic."

Fitzgerald mentioned some new materials "worth considering": anodized metals, natural wood veneers, velours and newer fabrics, expanded polystyrene foams sandwiched between metal or wood, plexiglas shaped into functional forms, paints capable of tremendous adhesion, arches in design and cantilever construction, high tensile-strength alloys, new building materials developed for home construction.

"To sum up," said Fitzgerald, "what we should look for are materials and methods to fit the fashion of tomorrow, rather than relying entirely on the nail-and-hammer type of display that is in vogue today."

Exhibit shipping may be less dramatic than other phases of exhibit work, but it's an important operation. As pointed out by H. H. Howry, Jr., exhibit manager, American Can Co., "Any method that will not guarantee arrival of the exhibit on location in time is of no use whatever and regardless of the cost should not be considered."

Howry presented workshop members with a chart of shipping costs via a half dozen types of carriers. He suggested that exhibitors know advantages of various types of carriers and plan exhibit movements early in the game.

"All too often," Howry pointed out, "exhibits are prepared for shipment at the very last moment and while we all occasionally laugh at the thought of several people blowing on an exhibit to dry the paint as it is being loaded for shipment, this does happen in varying degrees. The time for planning the shipment of an exhibit is immediately after the design is set. Here is where savings can be made."

A.N.A.'s exhibit workshop follows closely the establishment of a special committee on exhibits to match the activities of other A.N.A. committees devoted to advertising media. ♦

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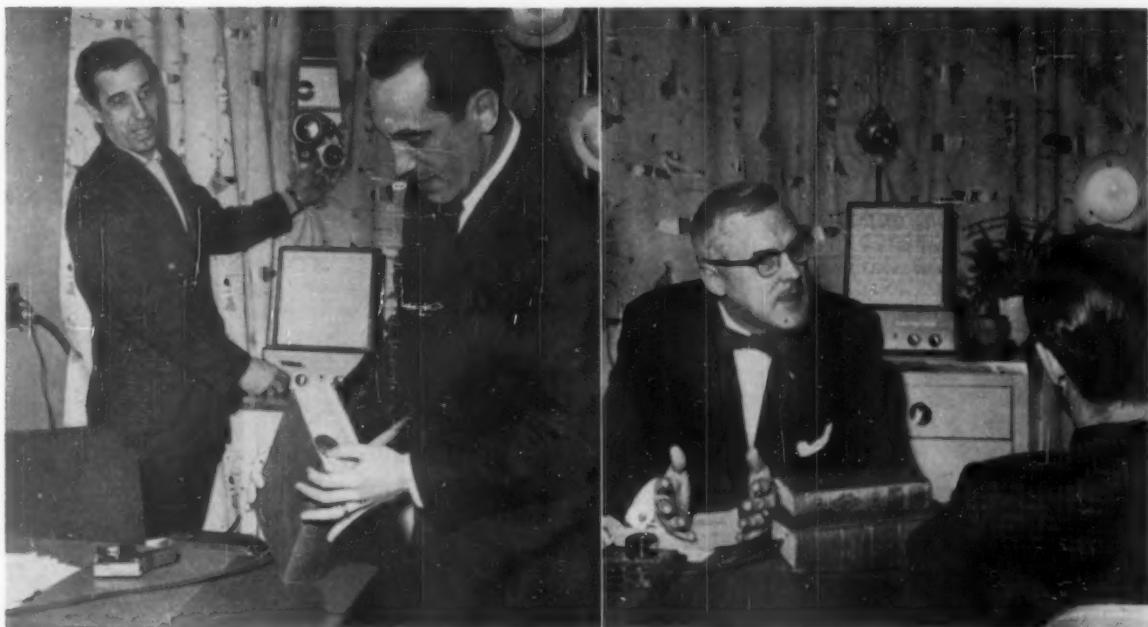
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TECHNICIANS set up TV camera behind curtain so as not to distract patient. Mike is hidden in book for same reason.

TEST RUN shows how TV set looks when Dr. B. Wheeler Jenkins (left) interviews patients in medical program.

Ciba Shows New System for Color TV

Eidophor, subsidiary of Ciba, puts on color TV programs for conventions to demonstrate new projector. System is for closed-circuit transmission only and is said to be 10 times brighter.

New color projector for big screen, closed-circuit TV is turning up at major conventions around the country. Called Eidophor (EYE-do-for), projector is entirely different from any other now in use.

Recent use of Eidophor was at annual meeting of American Academy of General Practice. On a screen 23 ft. wide by 16 ft. high, physicians watched live interviews between a general practitioner and three of his patients with emotional problems. Color image on the screen came from a single projector.

While doctors sat in Philadelphia's Convention Hall, three cameras were operating across the street in Philadelphia General Hospital. Two cameras (front and back) were trained on Dr. B. Wheeler Jenkins, general practitioner, as he interviewed actual patients. One camera was concealed — except for the lens — behind a curtain.

Second camera was trained through a glass window in the door. Patient sat with his back to the door so he did not see this camera. While patient could see camera lens poking through the curtain, he saw nothing else and it didn't seem to intrude and produce a stilted interview.

Third camera was focused on Dr. Robert Mathews, professor of psychiatry, Jefferson Medical College. As the interview between the general practitioner and patient progressed, Dr. Mathews would signal to the director. Director turned number three camera "live" on Dr. Mathews who wrote comments on a blackboard to explain psychological facts being uncovered and what they indicate. After Dr. Mathews wrote a few brief words, he faded out and doctor and patient were again on the screen. Conversation between doctor and patient continued and was heard by the audience

while Dr. Mathew wrote his comments, so there was no interruption in the interview.

Neither Dr. Jenkins nor his patient knew when they were being televised. Before each patient interview was picked up, Dr. Mathews discussed the case. Cameras then picked up the interview in progress.

Eidophor, unlike regular color television broadcasts, is not compatible with black and white. Eidophor uses a field sequential system to reproduce color. A color wheel spins behind the camera lens. Another color wheel spins in the projector. This breaks up the light for color transmission.

Because this system must use a wide band (actually three separate bands) to transmit color pictures, it cannot tie into AT&T lines. Ordinary coaxial cables don't have the band width available to accommodate Eidophor transmission. To get over this

hurdle, Eidophor uses microwave relay.

Mounted in front of a window in the hospital was a microwave transmitting disc. Across the street on top of Convention Hall was a roof-mounted receiving disc. Thus color pictures could jump across the busy street and appear on the giant screen without distortion or interference.

Eidophor projector works in a unique way. It does not project a color picture from an electron tube onto the screen. What it does is project a picture from a curved mirror. This is the way it works: The camera picks up the image. Image passes through the color wheel to separate primary colors (red, green, blue). Information then is cabled to microwave relay disc which beams it to microwave receiver. From there electronic waves are cabled to the projector. Photos are beamed from an electron gun onto a curved mirror. Mirror is covered with a thin film of oil. Bombardment of electron beams on the oil surface puts tiny wrinkles on it. These wrinkles are reflected as a strong source of light shines at the mirror. It is this "wrinkled light" that projects through a color wheel and emerges onto the screen as a color image.

Big difference between this projector and ordinary TV projector is that the image on the screen can be brighter with Eidophor. A separate light source is beamed on the screen

rather than an image from the orthicon tube.

Ciba Pharmaceutical Products, Inc., owns the system and claims that 10 times ordinary TV brightness can be projected by Eidophor in true color.

Right now there is no way to tape an Eidophor color transmission, but a system is on the way. Roderic L. O'Connor, president, Eidophor, Inc., Ciba's subsidiary, reveals that he expects a video recording system for Eidophor "within six weeks." O'Connor, incidentally, is a former assistant secretary of state under John Foster Dulles. (He was the youngest man to ever hold such a position.)

A mobile truck houses the control room for an Eidophor TV program. It is said to be the largest mobile TV station in the world. It and the cameras were built by General Electric.

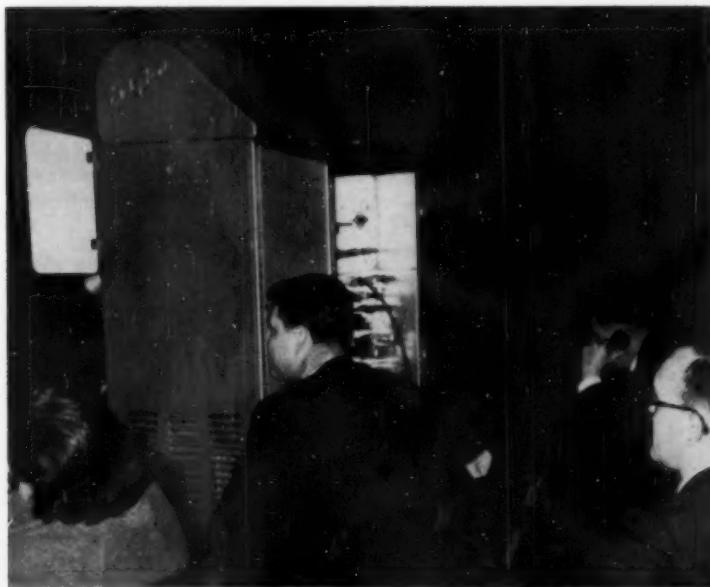
Director of the program for physicians was handled by Teletalent, Inc., New York City. Nine technicians were used for the hour-long program.

Last year Eidophor staged 10 programs and eight are scheduled this year. Color TV shows have been used for such diverse groups as American Feed Manufacturers and Textile Chemists and Colorists.

Eidophor system was not perfected in the laboratory (in Switzerland) until 1958. Ciba, through its subsidiary, hopes to market the color TV projectors in volume and is using current convention exposures as a "sampling" operation. ♦



DR. ROBERT MATHEWS analyzes patient's interview with general practitioner, Dr. Jenkins. Program director cuts in Mathews who writes comments.



EIDOPHOR PROJECTOR throws color image on 23 ft. by 16 ft. screen from closed-circuit TV, field sequential cameras in hospital across street from hall.



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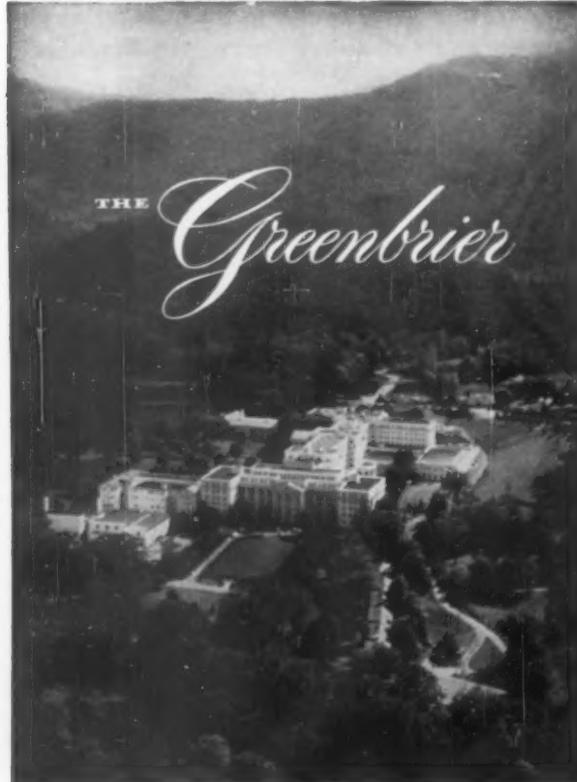
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SALES MEETINGS/Part II SALES MANAGEMENT



Nobody Sleeps Through Stereo Hi-Fi

Big sounds going into more sales meetings. Auto makers lead the way toward stereophonic use to perk up sessions. Everything from rocket blasts to trains and jets now zoom through meeting rooms—on cue—via hi-fi tapes that command attention.

By DAVID J. ATCHISON

Dig that crazy hi-fi!
Digging it are the sales forces of

Plymouth, Chrysler, Imperial, De Soto, Valiant and Dodge in the automotive field, and such manufacturers of "consumables" as Louisville's

Brown & Fohrman Distillery.

Gone are the dragging sales meetings where the marketing army is mustered by regiments in convenient



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locations and the "generals" — brass from the home office — attempt to instill interest in a room full of sleepy salesmen. By the time the generals come before the eighth or ninth assemblage of privates, the sting has gone from their message, enthusiasm has been watered down because of repetition — and the group feels cheated; they could have better spent the time out making a buck, and they resent the interference.

Not so when hi-fi is used in a sales meeting.

Chrysler Motors Corp. divisions used hi-fi tapes and recordings for the first time during the 1960 model year — with such resounding success that it plans to repeat the productions in even a grander scale when the '61 models are introduced to salesmen throughout the country.

Chrysler executives recognized that there are few good public speakers among advertising managers, marketing managers, etc., so they called on a Chicago firm, Sonic Arts, Inc., to help their men make their presentations. Of any 30 allotted minutes, 15 were used to dramatize with stereophonic sound.

They found that the salesmen groups paid attention to the stereo sound, that it proved to be a better means of

communicating with them. Often used with slides or films, stereo has not been used to the extent of excluding the executive speaking from the stage, but rather as an aid to give him impact. Hi-fi, in the opinion of Chrysler marketing teams, has "made sales meetings painless."

I sat in on a Plymouth presentation and left somewhat shaken by the noise, effects and reality of the whole thing, also leaving with an understanding of why nobody slept through it. Chrysler presented these films-plus-sound to its 80 markets throughout the country, and the last showing had retained the enthusiasm of the first, simply because human vocal chords and enthusiasm were not fatigued from repetition. Here's the way it went:

House lights were dimmed, and for two minutes soft music played while the men were wondering what was going to happen next. Suddenly two voices, one from the left of the stage and the other from the opposite end were heard, and it was soon ascertained that they were voices of the sound "engineers" who had inadvertently left their microphones "open," thinking their voices were not audible to the gathering. No man yet appeared on the stage as the engineers

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John H. Leishman, Conv. Mgr.

continued their conversation.

One said, "Yeah, these Chrysler men came by train," (whistle), "jet" (zoom!), "ship" (toot!), then sounds of horse's hooves at the left, disappearing at the right, followed by police sirens. Finally a putt-putt was heard and one voice asked "ISETTA?" A different and more booming voice breaks in, "And now we take you to Detroit and Bill Braden!" This interest-arousing couldn't have been accomplished simply by a man speaking from the stage, Chrysler felt.

Plymouth "Solid for Sixty" film-with-stereo was shown simultaneously

in 100 markets. According to Elliott M. Moore, president of Sonic Arts, Inc., the film and sound required seven weeks work with Rob Roy advertising agency, with the net result running 90 minutes, with one hour of it in stereophonic sound. It was shown to sales meetings for seven more weeks before the public saw the new Plymouths. Around 125 teams put on these meetings which were held over 5,000 retail salesmen around the country. Distributors and dealers wrote to Detroit saying that these were "the most successful new product meetings we've ever held," and asked

for arrangements to allow the showing to be put on for the public in their showrooms.

Don Julius, Plymouth sales manager, says: "The stereo features tended to keep the meeting alive, and added a note of reality that was appropriate and exciting." What he particularly liked was the opening of the film which found one man of the three-man team on the stage "talking" to the film, which answered him with unvaried timing. This excited immediate interest in all salesmen, he reports.

Film script is broken into nine dif-

Industrial displays

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to meet your budget
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JUDSON 2-4550

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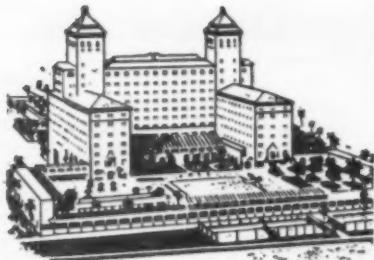
"Ideal!" says Bernard T. Parker, Director of Sales Personnel and Training, The Research Institute of America, Inc., Chairman of the Publicity and Public Relations Committee of the National Society of Sales Training Executives, and member of the Education Committee of the Sales Executives Club of New York.

Yes, the Barbizon-Plaza's 550 seat theater is just perfect for every type of sales meeting and convention. There are 7,000 square feet of adjacent exhibit space and 20 air-conditioned, smaller meeting rooms, plus closed circuit television. And you really live at the Barbizon-Plaza! Delicious French and American cuisine, 100% fresh air-conditioning with individual thermostatic control in every room. All rooms have private bath, radio, TV. Central Park is at your door ... and Broadway, Fifth Avenue, Radio City and the Coliseum are just a step away. "See what I mean? Ideal!"

Write to Director of Sales for illustrated brochure.

BARBIZON-PLAZA

106 Central Park South at 6th Avenue overlooking Central Park



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...because only the Palm Beach Biltmore offers your group—

1. The matchless attributes of the Palm Beach area... a setting of beauty... an atmosphere of serenity... a background of distinction.

2. In 1960—A complete, self-contained Convention "Plant" within Florida's most distinguished resort, 1 entire floor, "exclusively yours" for meetings, exhibits, functions and special events.

3. Every modern facility and equipment. Everything your group could possibly want or need plus the exceptional in service.

4. Personal attention to every detail — large or small — by an experienced staff coordinated with the Hotel Corporation of America's famous team of Meeting Specialists.

5. Quick, easy access to all the fabulous sport, diversionary, entertainment and shopping areas which have made Palm Beach world-renowned.

• And all these superior attributes are available to you and your group at rates lower than you'll be asked to pay at sites with fewer advantages. For rates and availabilities call the Sales Department of any HCA Office below, or write directly to Mike Ames, Director of Sales.

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Owned and operated by The Hotel Corporation of America

In New York.....	The Plaza (April 1960)
In New York.....	Hotel Roosevelt
In Washington.....	The Mayflower
In Chicago.....	Edgewater Beach Hotel
In Boston.....	Somerset Hotel
In Boston.....	Hotel Kenmore
In New Orleans.....	The Royal Orleans (Opening Summer 1960)
In Palm Beach.....	Palm Beach Biltmore
In Quito, Ecuador, S.A.....	Hotel Quito (Opening Spring 1960)

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GLEN W. FAWCETT ASSOCIATES
In Dallas..... 211 Envoy Street

ferent segments so that the meeting leader can come on the stage and talk to the group. The Plymouth production was in the \$8-12,000 cost bracket, Moore says, but if the com-

pany gave this same talk in different cities, the cost would have been higher. "A man wouldn't give the same speech twice the exact same way," he points out, "for in repeating he loses impact. The audience at the tail end of his tour isn't getting what it should in the way of inspiration. Product training meetings and sales meetings often are not too effective, and anything a company can do to improve or help these meetings is well worth any production cost."

It is generally agreed that in the automotive industry, salesmen are traditionally belligerent toward the home company. In sales meetings, men tap their feet, snicker and gag up the whole affair. Chrysler, for one, found that by using audio stimulation it could help complete the communication between home company and salesman. If only 1% were more informed about and by the company, it was worth the effort. This multiplied by 500 salesmen made the cost justified.

Brown & Fohrman and U. S. Gypsum have employed other hi-fi tricks supplied by Sonic Arts which have sped their meetings off to a wide-eyed start. B&F, aware that 45% of their product is sold during the last four months of the year, tried to make this point even stronger before a meeting of 50 sales managers before the Christmas selling season. Company wanted to point up the distinct advantage of putting whiskey identification on the fancy wrapper. This was handled, with music and voices coming from two sides, in a message to be passed on to dealers that "He who stocks up



that rivals the best in the world.

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on foil may be foiled himself."

By the time this was heard, the audience was on the edge of its collective seat, ears perked for new sound experiences. They had heard a "confidential" tape recording "made for the government at Cape Canaveral," which had "just been released from confidential status." The voice of an obvious dullard starts the countdown from the left, and is helped over its stumbling by a stage whisper at the right. The rocket finally takes off amidst a deafening roar and fades away. The noise gets louder again as the goof shouts: "Good Lord a'mighty, Colonel, it's a-comin' BACK!" There is an earth-shaking roar all around the room, and if any sales manager had been tired enough to sleep up to that point, he would have awakened with the certainty that THE bomb had been dropped on us.

Laboratories of Robert Oakes Jordan, Inc., associated with Sonic Arts and technical producer of all sound, recorded the ticking of a watch and magnified the sounds millions of times. As the different wheels (cogs) turn and the mainspring unwinds, it resembles the noise a crew of 300 men would make if they were building a hundred boilers in the New York echo chamber known as the subway.

Sonic Arts has no competitors, although RCA does make hi-fi records. However, since the former has what is probably the world's only and largest library of stereo sounds, RCA calls on Sonic Arts-Jordan to take over certain productions. As illustrated in its usage by Chrysler Corp., Moore agrees that there seems to be no limit to stereo's, or hi-fi's, potential.

This was brought home recently when U. S. Gypsum used the audio for the meeting of the American Farm Bureau Federation in the huge Civic Opera House in Chicago. Speakers were rigged all around the theater with 15 different stereo effects, and the audience was pleasantly hysterical at the prospects of having a bomb explode at its left, a train pass down the middle aisle, or a jet liner zoom around the balcony railing. Now USG has learned that it is possible to cue even a large audience on a change of pace in the program or in a switch of subject matter through the use of stereo.

► Moore agrees that there is at present a limit around the country on stereophonic sound equipment, but since Sonic Arts is also an authorized dealer for Ampex sound equipment, his office writes, wires or calls other Ampex dealers in the respective locales of any given meetings. It be-

hooves these dealers to supply equipment for the meetings, for most people in the audience are residents of his marketing area. "There is tremendous dealer cooperation," Moore explains. "Some supply the equipment free, others charge a nominal daily rental fee. Now, new motels and hotels with big meeting rooms are building stereo systems right into the construction."

► The blush is off the rose as far as stereo demonstration records go, most companies agree, and the time is approaching when there'll be no big need to educate the public further (records used in show rooms to give customers a headfull of what stereophonic sound is like). Motorola, Morelco and other manufacturers used thousands of these records both as demonstrators and a giveaway with each hi-fi set purchased by the consumer.

Hi fidelity has grown up, graduated into industrial uses. At a sales meeting today a man has no time for daydreaming or sleeping through the company executive's pep talk. He just can't get away from stereophonic sound! ♦



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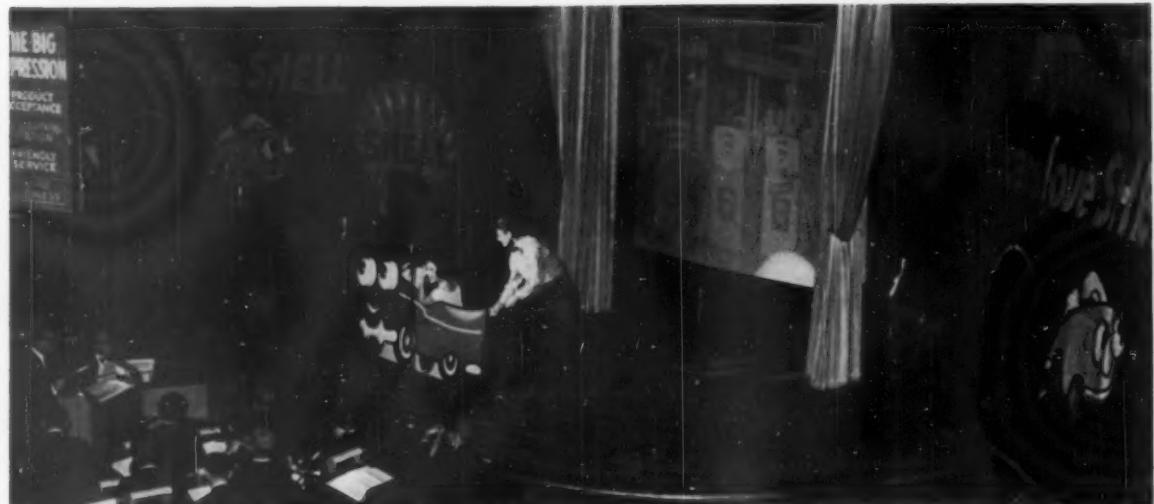
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SCREEN at rear of stage is used to project slides of actual "gas" stations to stress points made by professional actors.

Combined live and canned presentation urges all dealers to join Shell's 1960 dealer promotion presented at meeting.

Shell Show Turns "Pro"

Shell Oil uses all professional cast and production to "sell" promotions to dealers. Skits tied to baseball theme. Music ranges from rock and roll to opera. Show taken on the road.

Any baseball fan will tell you that it is not really spring until the umpire first cries, "Play ball." Shell Oil Company, New York Division, asked its dealers to do just that at its recent

spring sales convention. Total program was a baseball musical comedy, followed by a dealer party.

Hour-and-14-minute show used baseball terminology to tie dealer's

emotions to company. Snappy music, catchy lyrics and wholesome girls were combined to ask Shell station dealers "to win the game" by playing ball. The Jack Morton production de-



ENTIRE CAST gives final musical "pitch" to salesmen to get on winning team and "play ball" in three-season promotion.

scribes "the perfect pitch" (company sales philosophy) in terms of bases.

Baseball theme was used to develop major points of meeting in terms everyone can understand. Through "product acceptance" dealers can get to first base. To dramatize public acceptance point, scene depicted an advertising office where Shell national ads are created. Humorous scene evolved around a cute girl-artist in the office and a character who wants to go to the ball game, but must stay and create slogans.

From this situation the 1960 ad program is presented to dealers. Incorporated in presentation are 55, 3½ in. by 4 in. colored slides, projected by a 3,000 watt projector. Dealers are shown through show that company is attempting to make life easier for them through public awareness.

Dealers can reach second and third base through "friendly service" and "good appearance" in their station. Finally, dealers can score home by participation in the "1960 promotional package." Package consists of three seasonal promotions introduced as an over-all program. Each portion was presented with a different version of the company's "Cars Love Shell" song. Seasons were handled as a rock-n-roll, cha, cha, cha and operatic number.

Shell has used drama to get its message across to its dealers for six years. However, it was not until the last two years that company decided it would provide all professional talent, right down to script writers. Company turned to Jack Morton Production, an organization which specializes in industrial drama. Morton Productions handled all details for Shell.

When asked why company sponsored production, Shell's Al Zissler says, "We feel that the day of the 'Tell ya what I'm gonna do,' or one-man, pitchman type presentation for dealer meetings are over. More companies are and have been taking advantage of theatrical values to get their message across and to maintain audience interest. It is next to impossible to capture audience attention by relying on the obsolete formula of a 'pitch and a dozen jokes.'

Shell philosophy behind musical production is that people remember only 20% of what they hear and 30% of what they see. "Appeal through both senses," Al Zissler says, "can result in retention as high as 50%." Naturally, Zissler was speaking in round numbers.

"Tennessee Williams" skit was used in part of show to dramatize the importance of "friendly service." In it, three characters man a run-down, gas station in Tennessee. Big Daddy is boss of an out-of-the-way station



ROCK-N-ROLL lyrics and beat are given to Shell's 1960 promotion song, "Cars Love Shell," to point out product advantages to use in '60 promotion.



"TENNESSEE WILLIAMS" skit portrays poor service as a giant profit killer. Skit points out all the things a station dealer should not do in handling customers.

which averages about one customer a week. When a customer did come along, he usually went away in disgust with the service. Skit portrayed laziness as a profit killer.

In comparison, dealers were shown what customers expect when they drive into station. It teaches if a dollar customer is treated courteously, he most likely will return and build

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- ★ 620 luxurious rooms with private bath and 21" TV and radio
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- ★ Lavish entertainment nightly in Le Can Can Supper Club
- ★ Tambourine Cocktail Lounge

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HARRY SNOW,
Director of Sales

THE
Carillon
HOTEL

OCEANFRONT, 68th TO 69th STREETS
MIAMI BEACH 41, FLORIDA

his purchases. All customers in show were on their way to a baseball game to keep theme within the general framework of baseball.

Following skit portion, the podium lighted up at which Shell's Bob Tate, sales manager, spoke to group to give a "capsule" of the Tennessee station skit. He acknowledged that probably none of the Shell dealers acted in the manner of Big Daddy, Stanley and Baby Doll, but then tells them of the importance of making "The Big Impression" - name of the musical show.

Mixture of straight industrial drama and company speaker at various times in the show gave dealers entertainment and company identification. However, speaker never strayed from the over-all theme of the show. He acted in a moderator capacity.

Production took into consideration the probable reaction of dealers. That is, "If it's just the same to you, chief, I'll wait a couple of days before I start on next year's campaign." Catch lines answered reaction by telling dealers that now is the time to make "the perfect pitch" and get way ahead with the team.

Show moved along swiftly until the final stages when spring premium was presented. The 1960 package program was shown as a dealers package program. Importance of incentives was

portrayed when two girls in show talk about the boss allowing them to pick the location of their next incentive trip. Girls choose Germany because that is where Elvis Presley is stationed. (Since script was written, Elvis in real life has returned from his European tour.)

Banner policy was changed at sales convention. Few dealers in the past ordered premium banners to display outside their stations with money out of their own pockets. Company this year offered free a standard banner to all dealers.

Similar premium was worked out and dramatized for summer and fall season. After dealers package program was presented, the two girls were seen returning from Germany praising their trip. Audience sees girls make immediate plans to go to Cuba.

Show returned to "Tennessee Williams" story line and closed with the comment it has been a "long, hot summer." Baseball season draws to a close. Finale is an operatic version of the specially written Shell song.

With close of finale, dealers moved into an adjacent banquet area. After get-together, dealers boarded buses (which brought them to convention) and headed for home.

Shell's production will travel throughout the U.S. ♦



"I'm really not surprised after the service we got at our Sales Meeting here last month!"

Complete Convention Facilities

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HOTEL COURT AAA

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Private elevator from Grand Central

Advance Peek at British Exposition In New York City

It's not simply a cultural exchange but a strictly business event. With \$3 million invested in the show, British hope to sell \$300 million in products. Government exhibit still secret.

British trade representation is on its way to the U.S. A trans-Atlantic armada will arrive in time to set up the June British Exposition in New York City's Coliseum. The 17-day trade fair opens June 10 and will in effect bring Britain to United States on a larger scale than ever attempted before. It is to be typical British and unlike American trade shows.

Perhaps the biggest single difference in the British Exposition is that the traffic-flow will be controlled. However, not controlled to the point where someone will pin a number on your lapel and check you in and out of each exhibit. Visitors will not have their fun spoiled, but with almost without knowing it, they will begin at the British Government exhibit and continue through in sequence to the last exhibit. Speed with which visitors tour is up to the individual.

Not much of the traffic flow is left to chance. British planners applied imagination to the problem and have come up with a different answer. Upon entering the Coliseum, visitors will be confronted with a continuous motion picture of British military men marching in ceremonial dress (officially known as the Guard's Regiment). The marching men will move across screen in the direction of the entrance to the British Exposition. Visitors will tend to fall in line and pick up the beat.

Special marching music was written for the trade fair. It is entitled "Overseas March" by Malcolm Arnold. He is the composer of the well whistled "Col. Bogey March," for the academy award motion picture "Bridge on the River Kwai."

Physical arrangements of the Coliseum which do not conform to the show's plan will be closed off. For example, the escalators between the second and third floors will be cut-off and in their place will be a specially built stairway to move the traffic.

Stairway will allow visitors to continue through exhibits in the proper sequence.

Exposition is under the direction of D. A. Lamb, executive vice-president, British Overseas Fairs Ltd. Trade fair is not a government show, but a private venture by British manufacturers. Nor will it only be an institutional promotion to build British prestige. Planners will build in British flavor to make it a typical British show, but the real goal is to sell \$300 million of goods with the \$3-million investment in exhibits.

Invitation to the trade fair will be sent to 120,000 buyers. Some 90,000 buyers will be asked to come to the exposition in the U.S., while 15,000 will receive special invites in Canada and again as many will be extended to South American businessmen.

For the first time in the U.S., visitors will see a complete line of British commercial vehicles in the Coliseum. Exhibit will include every major British auto and truck manufacturer selling in America. Britain in recent years has been the largest automobile exporter to the U.S. Over 200,000 units with spare parts valued at \$300 million have entered U.S. gateways. Britain hopes to capture part of the commercial market with the introduction at the exposition.

Prince Phillip, the Duke of Edinburgh, will officially open the British Exposition, which gives some indication as to the importance British leaders place on the trade fair.

Largest exhibit at the exposition will be the government exhibit. Details of its contents has not been disclosed so visitors will be surprised, but it is expected that exhibit will be a prestige display to feature Britain's scientific and industrial achievements in the direction of atomic power, shipbuilding, steel and automobiles. Technical advances will be exhibited in the form of a giant roundtable. ♦



"We're meeting in PRINCETON again this year...

...it's secluded, relaxing, close to New York and Philadelphia, and it has the Nassau Inn"

THAT's the consensus of a growing number of conferencees, in groups of 10 to 200, who have had meetings at the Nassau Inn. And for good reason, too. All facilities and services for meetings are, in a word, ideal.

In the words of one planner, "We especially were pleased with the meeting-room facilities . . . and with the private dining rooms you made available to us. The food and service was of the highest quality. This was our first visit to the Nassau Inn . . . I can assure you that it will not be our last."

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**NASSAU
INN**

**ON PALMER SQUARE
PRINCETON • N.J.**





MEETING PROGRAM geared to "how to sell." Mythical company, "Nifty Sixty" introduced to spark a sales incentive contest.

How to Explain Revamp for Profit

U. S. Rubber takes positive action—with big meeting—to point out value of cut in product lines and drop of some field offices. Theme put to work before, during and after conference. Sessions clear the air and set goals for streamlined marketing plans.

Marketing efficiency—it's wonderful. But, when you revamp for profit, my what problems can emerge!

You streamline your product lines—sometimes cut as much as 50% to eliminate unprofitable, low-volume

items. You change your field sales system; cut down number of field offices and gear to handle bigger volume with



AS TOPICS are covered at meeting material is posted in exhibit. SALESMAN records his last three lines in limerick contest.

Schine Hotels
announces the newest member of
their distinguished group
of hotels . . .



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Logical way to acquaint everyone with your moves and your reasons for a new marketing philosophy and goals is to hold a meeting. At least, that's what Mechanical Goods division, U. S. Rubber Co. did recently to follow up

an efficiency operation in marketing.

U. S. Rubber's sales force was divided into two groups for meetings early this year. Eastern region people were all brought into Washington, D.C. one week. Midwest and Western regions met at the same place the next week. After each meeting, district managers stayed over an extra day for a special session.

Aim was to provide a solid week of business to explain the company's marketing plans now that most of the reorganization had taken place and sound profit operations were built into the division. (Too many non-profit products had grown into the line over past years.) Not only was this to be an orientation meeting but a training, market analysis and enthusiasm-building conclave.

Theme for the meeting was "Project '60—Industry U.S.A." Aggressive marketing to industry in the next decade was base for the meeting and suggested the theme. (It was so successful, other divisions of U. S. Rubber have been eyeing the theme with adoption in mind.)

First meeting with Eastern region opened Jan. 11. When 138 salesmen and managers arrived at the hotel, they received a large envelope. Among items each man found in it were a key to his room, printed program,

schedule for rehearsals, free-time events bulletin and mailing label to return a carton of material to his home after the meeting.

In his room, the salesman found his mirror decorated with theme stickers. On his bureau was a shoe-shine kit, first-aid kit, memo pads and post cards (to be mailed back to distributors). All items were imprinted with the theme, "Project '60".

Rehearsal schedule found in the envelope upon arrival was for salesmen who had part in presentations. Salesmen presented case histories to explain how they handled sales of a particular product or sales to a special type of customer. Two days were used for rehearsal.

Salesmen were selected to participate on the program well in advance. Actual planning for the January meeting started in April. Advance build-up included special mailings—including a piece fashion as a cover of Business Week with the salesman's picture on it. (Photos were collected for this in advance without salesmen's knowing purpose.)

Props there were aplenty. In addition to special slides for stage presentations, three giant trailers hauled in exhibits from Chicago (Firks Studios, Inc.) and Philadelphia (The Art Guild). Many exhibits were those used in past trade shows while some were brand new and slated for shows this spring.

Some of the exhibits were devoid of products and copy when they were erected at the meeting. As sessions progressed, products and display elements were added to keep pace with presentations on stage. Not only were product stories told in exhibits, but facts on advertising and promotion (including material on trade show value to U. S. Rubber). To pre-sell advertising and promotion to salesmen, 27 lighted panels were unveiled by H. E. Dadson, advertising and sales promotion manager. He not only told the ad story but was responsible for basic plans and arrangements for the entire meeting.

Several contests were included among the week-long meeting's events. Salesmen were asked to guess how many "sales" calls were made by publications on U. S. Rubber's ad schedule. Salesmen who came closest to combined circulations of scheduled magazines received small prizes (subscriptions to magazine or a book).

Another contest was a mealtime event. Salesmen competed for a portable TV set by creating a limerick starting, "Success of Project '60 means that I must . . ." There was no writing for this contest. Salesmen recorded

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their entries on tape.

Special slides were prepared for product stories. A little three-dimensional character was created for each product line. This character was drawn to include products as body parts. These little figures were superimposed over scenes of products in use.

While salesmen watched the slide presentation, they had a similar presentation being prepared for their use. Artwork for the slides were used for a film strip. Film and copy were developed so salesmen could make presentations to their distributors upon return home from the meeting.

After a day's sessions, each salesman found in his room a recap of the day's activities. Sales kits and catalogues mentioned during meetings were placed in his room along with highlights from speeches. In each room was a shipping carton. By the week's end, all recap material filled the shipping carton. Salesman simply slapped on the mailing label (addressed to his home) that he received upon registering and left the carton in his room. After he checked out of the hotel, carton was picked up and mailed.

Wives were not forgotten. A letter was sent to each salesman's wife along with a small gift (Revlon lipstick holder). Letter thanked her for helping her husband and let her know company appreciated her interest. This letter, as well as all letters mailed to salesmen's homes in advance of the meeting, bore a special letterhead. (Advance mailings were to set the climate for sessions and to prime salesmen for intensive sessions.)

One night was set aside for an "Awards Dinner." Each product manager had picked an outstanding salesman with his product. This man was honored with a plaque and gift. Another night a banquet was staged. Company president addressed the Eastern region during the first week. Chairman of the Board H. E. Humphreys addressed Midwest and Western group at second week's banquet.

Both top executives offered similar speeches. John W. McGovern, president, discussed the company's profit picture and sales record. He brought salesmen into his confidence. After revealing sales figures, he declared, "This information has not yet been released to the public or to our own stockholders and will not for about another month, since it will take until then to obtain exact figures. But I did want to share this good news with you at this time and particularly to thank you for the part you have played in bringing about this commendable progress."

After this introduction, President

McGovern could get into company's reorganization story and allay any fears among salesmen who may have become disturbed when branch offices were cut and plants were closed. "You have been through a rigorous reorganization," McGovern said. "There have been many changes in policies, departments and jobs. There may be a few more. There must always be some in a wide-awake organization to keep step with normal changes in business. But the basic pattern has been set and most of the moves to rejuvenate your division have been completed."

During the meeting, Nifty-Sixty Rubber Co. was introduced to salesmen. Against a background to simulate a stockbroker's office, Nifty-Sixty was presented as a company in which all salesmen should own stock. This mythical company's stock was earned, salesmen learned, when they went over 100% of sales quota during 13-week contest. Shares of Nifty-Sixty paid off in cash.

Every day was packed with business sessions, but leavened with contests and other light fare. Limited amount of free time was given over to loafing, shopping or planned tours of Mt. Vernon or the Capitol.

Banquet entertainment was some-

what unusual. Baltimore district manager borrowed a trained chimp from his local zoo (along with two handlers) and introduced this new "member" of the sales force. (U.S. Rubber had supplied products used by the zoo and personnel were on friendly enough terms to arrange the chimp's appearance without red tape.)

U.S. Rubber didn't drop the meeting's theme after salesmen departed for home. A necktie was mailed home along with special reminder pieces. All followup material to salesmen will bear the "Project '60" symbol and relate to meeting discussions. ♦

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Who But YPO Could Stage This Meeting?



Young presidents create "university" convention with 73 courses and high caliber faculty of 50. Probably most ambitious meeting ever planned. Only young executives could have stood the pace.

If awards went to the most ambitious convention, Young Presidents Organization would be in line for top honors. For its 10th anniversary meeting, YPO created a week-long university that could challenge any campus in the country for courses and faculty.

"University for Presidents" wedged intensive curricula to a convention plan. It had an ingenuity that could only emerge from the fertile minds and aggressive enthusiasm of young corporate executives. There probably isn't another group in America that could create the kind of convention YPO offered its members this year. YPO itself will be hard put to top its latest effort.

YPO conclaves are not hastily con-

ceived meetings. Program chairmen are selected two years in advance so that they may observe and profit from current plans and operations. Members give their time freely to develop plans. Old maxim — two hours in plans for every hour of the convention — is out the window for a YPO convention. Closer estimate for YPO would be 100 hours spent to plan for every hour at the convention.

If it would appear that an inordinate amount of planning goes into a YPO meeting, it is only because YPO members are busy executives. When they get to their convention, they want substantial returns for their investment in time and money. To make their investment pay off, they spare nothing in the nuts-and-bolts drudgery to put

a program together.

For its Mar. 27-Apr. 2 convention in Miami Beach, YPO started plans back in August, 1958. "University" concept emerged two months later. Six months later, enough thought had gone into basic ideas to satisfy YPO planners that the university approach not only had merit but could be implemented. But this wasn't enough. More thought and planning had to percolate before the entire concept could boil up into a potent brew.

A year in advance of its convention, meetings were held by planning committees to test ideas. Preliminary plans were exposed to special groups at last year's convention. Final "go ahead" was given last May. Following month, ideas turned into projects.



PRE-PLANNING SESSION is one of many held because only forethought could make 10th anniversary meeting a success.



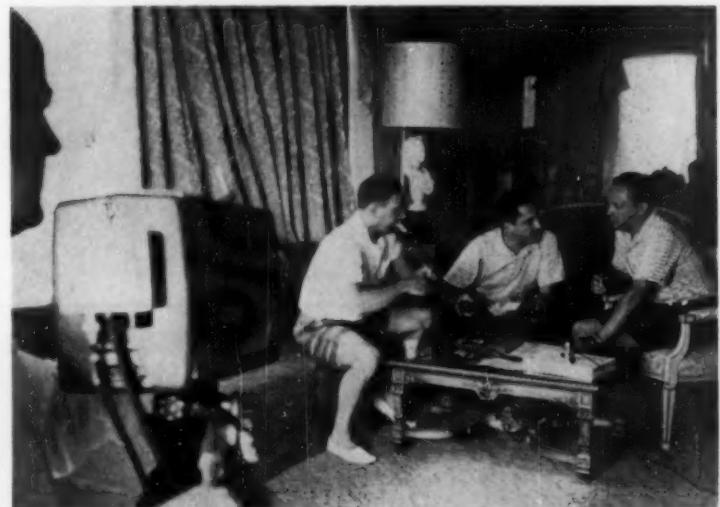
YOUNG PRESIDENTS attend YPO international seminar on world affairs in college type setting. Real university profes-

sors, who are experts in field, lecture; then hold discussions. YPO's anniversary meeting is "University of Presidents."

Roger P. Sonnabend, president, hotel division, Hotel Corp. of America, was convention chairman. He set up a military-type communications system when he organized the "Convention Manual." His manual was divided into sections and each section had a code letter. As correspondence was sent out to some 20 or more key meeting planners, each piece was coded by subject and number. Planners kept their manuals up to date by inserting new material and substituting pages that were revised.

Under Sonnabend's system, the manual was always current and fully indexed. Without this comprehensive system, YPO's convention would have been impossible. What Sonnabend and his committee chairmen did was create a convention with complete university (by day) and an elaborate set of social activities (by night).

As an example of the manual system used, "organization" material was coded with an "O." "O-1" in the manual covered "convention planning organization chart." "O-2" was "planning timetable for convention." "O-3" was "resume of program planning." Under "organization," Sonna-



YPO OFFICERS discuss plans for future on closed-circuit TV, which members can tune into by setting dial on hotel room television set to private channel.

bend had nine individual parts. And in addition to "organization," major subjects of the manual included "Background," "Development of University Curriculum," "Program Planning

"Memoranda," "Financial," "Administrative Service," "Coordination and Management," "Convention Promotion to Members," "Social(s)" and "Letters and Correspondence."

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CLIFTON FADEMAN, professor of literature and TV fame, addresses YPO.

Last June, specific plans were laid. From its membership, YPO selected 10 "volunteers" to serve as deans and associate deans for its university. These deans met to plan for their five "schools" within the university. During the summer, the dean's council worked with 29 members of their curriculum development groups to "establish goals, propose personalities" of their schools; determine range of applicable subject matter; set priorities as to courses, seminars and workshops that would be offered; and determined criteria for selection of faculty members and teaching methods."

(Note that more than a year of planning went by before "speakers" were considered.)

Curriculum planners developed a list of 140 courses (refined from an original 225). This list was sent to YPO members who checked their interests. From preferences indicated, 73 courses evolved. (To create original list, YPO planners studied past seminar programs, college catalogues, past convention programs and threw in whatever ideas occurred to the deans and their committees.)

YPO had two consultants to guide program planners. Dean Vernon Alden, Harvard Business School, was YPO's resource for education. Richard Beckhard, director, Richard Beckhard Associates and consultant editor, Sales Meetings, was consultant to YPO on conference planning and group dynamics. In addition to its consultant specialists, YPO used 50 educators from universities all over the country to serve on its university's faculty.

YPO's deans had meeting upon meeting to develop courses and then consider resource people to give the courses. There were meetings in New

York City, Chicago, Rockland, Me. Five schools created were: Business School, School of Liberal Arts, School of Applied Arts, School of Family & Community Life, Institute of World Affairs.

Not only were courses designed for YPO members, but subjects were included for wives. Some courses were open to husbands and wives, some just for husbands and some just for wives. (YPO has always devoted much time and energy to produce meaningful programs for wives. One of YPO's important activities is a program of seminars throughout the year for wives.)

"Convention Manual" grew fatter and fatter as more details were added. Two weeks before the convention opened at the Fontainebleau Hotel, a new manual was produced. This was a work book. It had detailed activity sheets for each day. Twenty copies of the work book were produced. Seven copies of this ring-bound book were given to hotel department heads and the remaining 13 copies were used by YPO key people.

Before the work book could be completed, YPO had to know how many people were coming and what courses they would take. As with all universities to know this, you have to produce and distribute a course catalogue. YPO's University for Presidents had a catalogue prepared in academic style. Courses were listed for each of its five schools. Courses were numbered, faculty named, subjects described, and days and periods listed. Some courses were for single sessions; others were for two, three or four sessions. Popular courses were scheduled more than once.

YPO members and their wives selected courses from the catalogue and

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sent back special forms to note their choices. There were some course conflicts (about 10%). These conflicts arose when a YPO member wanted to attend two courses that were scheduled for the same periods. Course with big demand, "The President's Job," required two sections and two professors. (Course was divided for members whose companies have under \$5 million sales and those whose companies do over \$5 million.)

In addition to deans and associate deans, YPO's university had course hosts. Originally these hosts were to be called proctors. However, proctor is one who enforces order and this wasn't what YPO had in mind for the job. Course hosts had several duties. They were hosts to faculty members and their wives. They took the roll at each class. They evaluated class reaction and turned their evaluations into their deans. Another duty of course hosts was to be in class 15 minutes before time to make sure all physical props were in place and rooms were set up as required.

With 73 courses in five days, complexity was more than an abstraction. It was part of every day's problems. In order to bring some order into the university operation, many things had to be done. For instance, rooms in the hotel were renumbered to correspond to course numbers. Key YPO people and key hotel people were given Motorola handy-talkies. With these transistorized radio receivers, messages could be delivered quickly (and they were necessary).

Two big things that brought order out of conceivable chaos were the pocket radios and a speedy sign painter. Artist Robert G. Strobridge, who gave a course on "Appreciation of Modern Painting," also served as emergency sign man. With dozens of courses and activities going on simultaneously, and with changes of rooms and renumbered suites, directional signs were a "must." With a talented and fast sign painter, YPO managed to squeeze by many budding complications.

Each night, a mimeographed newspaper, "Mortarboard," was produced and slipped under bedroom doors by morning. Last minute news items on the program, reports on social activities and day's schedule appeared in Mortarboard.

A device used this year was to give each YPO member an extra adhesive-backed name badge to stick on his bedroom door. Last year signs were painted. The badges served the same purpose and eliminated the extra time and expense required to prepare name signs for each member. Badges, inci-

dentially, were in the form of a mortarboard.

One morning, YPO members had breakfast served in their rooms. Reason? A closed-circuit TV program was piped into their room TV receivers that morning. Entitled "John and Clyde Show", the 8 a.m. broadcast was a conversation between current president John D. Foskett and new president Clyde Nichols, Jr. Jerrold Electronics supplied the TV equipment and installation and YPO public relations director, William White Parish, acted as TV producer, director, stage hand and camera man. (Bill Parish is a former TV producer and had little trouble handling a two-“actor” cast and small industrial camera.)

Because many courses were "deep" and intensive, some faculty members required that "students" have advanced preparation. So for many days in advance of the convention YPO headquarters staff was busy turning out reports, case studies and special "readings". These were mailed out to participants in time to prepare for the university.

Mailings, generally, were extensive. YPO prepared 10 different mailings to members to promote and implement this convention. In addition, many printed pieces were prepared. Among them were the 36-page, two-color catalogue; 24-page "Conventions Tips" and 20-page "YPO Faculty Who's Who." "Convention Tips" was "an overall guide to the University for Presidents." It covered everything a conventioneer would need to know from hotel arrangements and arrangements for children to dollar expenditures for the convention and what to wear.

For children of members, YPO set up a complete activities program. This included special dining areas.

Not just time was invested heavily in this convention, but hard cash. YPO national treasury budgeted \$30,000 toward convention expenses and participating members paid \$105 to \$115 each for registration. A sliding scale of registration fees were used: lower rate up to Jan. 15 and higher rate after Jan. 15. Just short of 400 members registered. Most came with their wives. Between members, their wives, faculty members and their wives, plus YPO staff, about 900 attended the convention.

Approximately 30% of the convention budget went to convention administrative expenses including printing, staff travel and housing, convention office, postage and telephone. For direct operation of the university, 42% of convention dollars were spent. This included hotel and travel expenses of

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faculty, purchases of case materials, books, visual and audio aids and props. Balance of convention budget, 28%, was used for social events including receptions, music, decorations, prizes and favors.

Social events were many but purposeful. Rather than stage huge cocktail parties for 900, YPO breaks up its group. Each evening, two members and their wives host a small cocktail reception for about 40 to 50 people. Twenty of these receptions are staged simultaneously. With these smaller groups, members and wives get to know each other. Men can talk shop

(business conditions and new ideas) while women talk women talk.

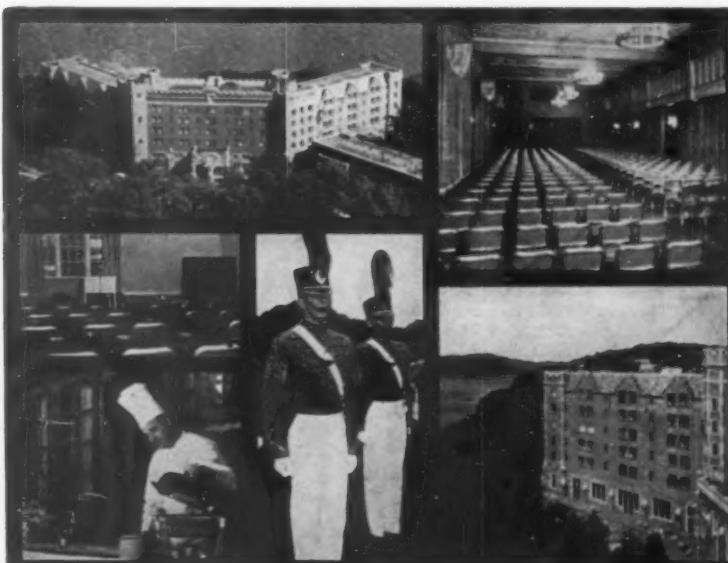
Next night, other hosts and hostesses are selected for 20 more receptions. YPO members are assigned to these receptions on a special schedule which insures that no two members ever meet at more than one reception. This circulation of members allows everyone an opportunity to meet everyone else at the convention under relaxed and pleasant circumstances. These receptions were staged each of five nights.

In addition, there were main social attractions every night. Monday night

was the 10th birthday celebration. YPO founders were hosts. At one point, all lights were put out in the main ballroom and waiters marched in. Each waiter carried a birthday cake with 10 candles on each. A hundred lighted cakes were used and the ballroom literally danced with candle light.

First-time conventioneers wore special badges at this YPO conclave. This allowed senior members to pay special attention to new-comers and to make sure that first-timers were made warmly welcome.

Tuesday night's main event was a "class party." A special party was staged for freshmen (newest members), another for sophomores, another for juniors and still another for seniors. These simultaneous class parties each had its own decor and special entertainment. One was a Calypso party. Another party used the old German rathskeller motif. A beatnik party and a Dixieland party rounded out the evening. Special costumes and favors made these parties special fun. (Members were advised in advance about these parties so that they could come prepared with costumes. For those who might not have appropriate costumes, YPO committees had some emergency costume "aid".)



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One YPO member, a textile manufacturer, had a special fabric designed with the YPO emblem and "10th anniversary" woven into it. While it was being loomed, somebody forgot to turn off the loom. So instead of enough fabric for a costume for husband and wife, the manufacturer ended up with enough fabric for the whole convention. So he had the fabric made into shorts and shirts for women and shirts for the men. The fabric design was also used as cover design for the April issue of YPO's magazine "Enterprise".

Thursday night Canadian members were host to YPO at an informal dance. This followed a Wednesday night party designed as a 100th anniversary celebration. YPO members came to this party dressed as they might be decked out in the year 2050. To lend atmosphere to this futuristic event, YPO borrowed a mockup of a Vanguard rocket. Into it was poured water and dry ice so that it spewed forth a stream of smoke.

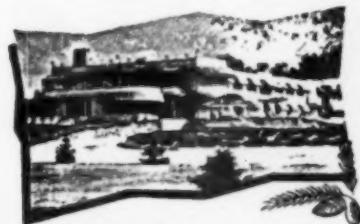
Friday night, 20 formal receptions were staged to honor past presidents who were hosts. Each day's social functions was handled by a different committee. As with day-time business sessions, plans and operations were divided among many people so that

dozens and dozens of YPO members were involved with convention activities.

All was hardly wining and dining. While there were social functions every night, there was hard work every day. Many classes had homework. Many members worked nights either before or after receptions to complete assignments for the next day's classes. It took a special kind of stamina to keep up with the pace. Certainly this convention was for young presidents—more sedentary executives probably couldn't last past the half-way mark.

If YPO's annual convention is ambitious, it is no more involved than YPO's regular activities. Its 33 chapters hold 10 meetings each year. In addition YPO stages six to eight national seminars around the country and six area meetings.

Another attribute of YPO activities is thoroughness. For instance, public relations plans were many and varied. Each chapter had its own public relations committee for this convention. Members were canvassed to learn which would like to have releases sent to publications (specified by each member) to announce his plans to at-



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tend University for Presidents. When members arrived at the convention, Fontainebleau's photographers took pictures of those who wanted releases sent from the convention. YPO had a public relations booth set up to handle back-home releases.

In advance of the convention, YPO people visited editors and radio and TV newsmen in the Miami area and supplied them with facts on the organization and convention plans. Newsmen were invited to YPO's convention. As a result, a long stream of favorable press, radio and television comment was stimulated.

To handle and coordinate the myriad convention plans, YPO's executive director, Walter Raleigh and his headquarters staff spent months to back up the program chairman and committees. "About a month before the convention we spent at least 10 hours a day seven days a week to handle all the last-minute details and mailings," reveals Louis R. Showalter, Jr., YPO program director. Biggest chore was to reproduce course material submitted by faculty members.

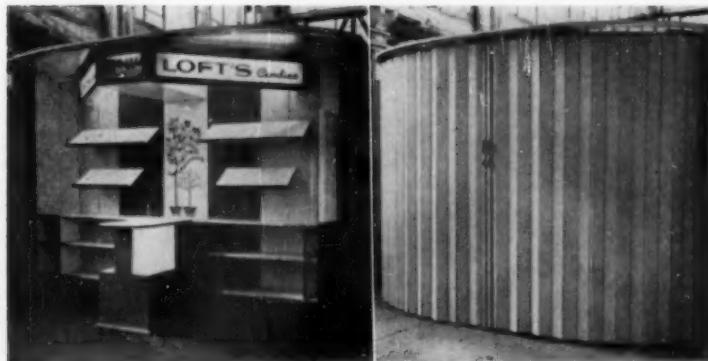
► One way to recognize a YPO convention is to note the painstaking attention given to small details. Every-

thing is carefully planned, even such items as envelopes. Not only were plastic envelopes supplied for "students" at YPO's university, but different colors and types were used. Men received black envelopes with a grain finish and a YPO logo on it. Women received a plastic, black envelope (with "patent leather" finish) with no insignia. Faculty members had red plastic envelopes.

As YPO grows, its meeting problems are compounded. Not only must it prepare for bigger attendances at conventions, plans become more complex (and results more gratifying). Each year, program chairman and committees are harder put to produce something better. On the other hand, site selection becomes increasingly more difficult. How many resort areas can offer facilities that YPO's complicated schedules now require?

YPO is well aware of its problems, but you can be sure they will be solved. Any organization that could produce a week-long university of the caliber and complexity of the last convention, could solve any meeting problem.

At least it has the site selection problem licked for 1961. YPO is going to Puerto Rico. ♦



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MARKETING STAFF and salesmen hear Leonard Truesdell lecture on home entertainment in School Training Program at Zenith.

Who'd Stage 3,000 Meetings? Zenith!

Sales training sessions for salesmen, distributor and dealer personnel are so important to Zenith, its meetings run into thousands each year. Here's how Zenith plans and operates 3,000 sessions.

By LEONARD C. TRUESDELL
President, Zenith Sales Corporation

Editor's note: Back in November, Leonard C. Truesdell, president, Zenith Sales Corp., told an audience at the Agate Club, Chicago: "We have had as many as 3,000 sales meetings a year providing the best possible training for both our 500 distributors' salesmen and those of our dealers. One sales training session can't do the job—it takes constant effort."

"We are intrigued," we wrote to President Truesdell after we heard his statement, "by the great number of meetings Zenith runs. Your philosophy and planning that go into these sessions should make an interesting story for us."

This is his response.

Our Zenith conducted meetings break down according to the following grouping:

Group No. 1: We have three field sales training specialists plus a sales training manager, a total of four people whose prime responsibility is to hold sales and product training meetings in the field. They stage meetings for our distributors and their Zenith sales personnel, and on their behalf, dealers who handle Zenith products. These men average four meetings per week (this is a requirement) for a 50 week (work year) period. They totaled a little over 800 meetings for the year 1959.

These meetings are planned in advance, according to geographical loca-

tion, time and travel between distributing points. They will sometimes hold six or seven meetings in a given week. Other weeks they may hold but two—average is four and we come out pretty close to it.

As a means of scheduling and control, these meetings are planned from three to six weeks in advance. When a meeting arrangement is confirmed, it is included on a large 3 ft. by 4 ft. calendar which is kept up to date in the office of our sales training manager. This calendar is laid out by each working day and by month. To show that a meeting has been set up and confirmed in a given city, a colored square to represent the name of our field sales trainer, is filled in opposite the city under the month and day. Unless it is a specific planned series of meeting, which often is the case (and I'll cover an example of this later on), arrangements for the appearance

of one of our field sales trainers is made by the distributor principal or our own regional representative, or directly to the sales training department at our home office. Alternate dates for these meetings are also requested.

Then our sales training manager, by phone or letter, works with our field representatives to set up a schedule for each man and himself, according to the dates requested and geographical location. It is planned so that each man, in going from one city to the next, has a minimum of lost time in travel. Once a series of meetings is so set up, it is approved by our vice-president in charge of distribution and then confirmed with each of our regional representatives and distributor principals involved.

Again, unless it is a planned series of meetings on a specific product or program, which we ask to set up, the distributor, in making his meeting request specifically recommends the product or products he wishes to have the field trainer present. When the date for the meeting has been confirmed with our own field representative and the distributor principal, a letter automatically goes out to the distributor, with a copy to the regional representative. It suggests to the distributor the type of stage setup the field sales trainer would like to have for the presentation (such as specific models and products), additional props to be secured locally (blackboard, flip chart, etc.) and any other arrangements pertaining to the meeting, so that they will be in readiness upon arrival of the field sales trainer. In addition, if requested, the

ZENITH		Sales Development DEALER MEETING REPORT	FOR SALES COMMANDERS
I held a meeting on Zenith		on _____	(date) _____
at _____	(dealer's name)	(TV, Stereo, Radio)	It was
attended by	salesmen and dealers. I used the following Zenith Sales Development Materials:		
(Number)	(List)		
Remarks about the sales development materials I used:			
Here are ideas resulting from the meeting:			
		Your name _____ Name of Distributor _____ Distributor Sales Manager _____	(Signature) _____ (Signature) _____ (Signature) _____

letter also contains suggestions to the distributor on how he might promote attendance by sending out his invitations to his dealers and their personnel.

A copy of the letter to our regional sales representatives is, of course, for follow-through purposes, to be sure that all details have been covered and arrangements pre-set. If the specific props to be used for the meeting, which are coming from the factory, are too bulky to be carried in the field sales trainer's meeting kit, they are then automatically shipped ahead of the meeting date to insure their being on hand for the meeting.

By the time the field sales trainer arrives, agenda and subject matter are well known to the distributor principal. He and the sales trainer then

work out any last minute details and the meeting is conducted as scheduled.

Following each of these sales trainer conducted meetings, each factory trainer is required to send in a filled-in meeting report form (see page 000) to cover pertinent details and results of his meeting. This report is sent to the training dept. and further distributed to all interested personnel in our marketing, product planning and service departments. This is our receipt that the meeting was held and whether or not it was productive. You will note that it gives us attendance figures, and we ask, in addition, that the sales trainer list specific comments and suggestions made by dealers who attend regarding any phase of the meeting or our marketing program.



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Majority of these meetings are of the mass dealer type where dealers and salesmen from several dealer outlets attend in a group. Many meetings, however, are held for one single dealer and his personnel, particularly, new dealers. Most of the individual in-store meetings are conducted by men comprised of Group No. 2 which is described below.

Almost invariably field sales trainers hold separate and more detailed meeting for Zenith personnel of the distributorship involved. Quite often this is a morning or day-long session, while the mass dealer meeting might come off that same evening.

Group No. 2: We have 16 regional sales representatives, each one responsible to provide marketing services to an average of five distributors. They reside at central points throughout the country within their respective territories.

One of the major responsibilities of each of these field representatives, is to hold a minimum of two meetings a week, covering a 50-week work year, and like the sales trainers, this, too, sometimes varies. They may hold as many as four or five a week. Once in a while they miss a week because of some special meeting here in Chicago, or because of some other field activity. Average (and basic requirement) was two per week in 1959. Added to the 800 meetings which sales trainers held, brought our total to 2,400 such meetings for 1959.

These men report on their meetings on a report form similar to the one used by our sales trainers except with these meetings, we require more detailed information (see page 183).

We have two controls for planning, scheduling and reporting of these meetings, since our regional representatives operate out of different parts of the country, not the home office, and since they reside in the area where their meetings are conducted.

One is a large 3 ft. by 4 ft. meeting control chart, quite similar to the one used for our sales trainers. The man's name is entered in, opposite that city in his territory, on the day of the month that he is planning to hold a meeting. He sends this schedule to cover a month's meeting activity into the sales training office in advance of these meeting dates so that we can record his schedule and advise of any conflict, due to other marketing activities planned for this period.

A second check and follow-through is provided by the regional representative's regular monthly report, wherein he recaps his meeting activities for the month just passed, together with

ZENITH RADIO CORPORATION

Date _____

FIELD REPORT

SALES TRAINING MEETING

Distributor _____ City & State _____

Meeting Conducted For Wholesalers Dealers Dealer Salesmen

Time of meeting—From _____ To _____ Where Held _____

No. of Persons Attending—Dist. Principals _____ Wholesalers _____ Dealers _____ Dealer Salesmen _____ Others _____

PRODUCT CATEGORIES COVEREDTV Portable TV Hi-Fi Stand. Phono. Port. Radio Table & Clock Radio F.M.

(If This Is A Distributor Meeting, For wholesaler and/or dealers, Complete the Following:

1. Does distributor have a planned "in-store" sales training program going on—YES NO
2. Is effective use being made of ZENITH sales training material—YES NO
3. How many salesmen does distributor have working on ZENITH _____
4. Approximately how many "In-Store" Zenith product training meetings do all of these men have per month _____
5. What "In-Store" sales and product training aids or tools do salesmen feel help them most? _____

6. Did you discuss with distributor principals how their training program can be improved—YES NO
(Give details on other side of report)
7. What do distr. principals and salesmen say we can do to help? _____

(Use Other Side If Necessary)

8. Were any dealer meetings planned and/or scheduled as a result of meeting you conducted—YES NO
9. How would you rate this distributor's attitude towards sales training—EXCELLENT—GOOD—FAIR—POOR
10. Next training meeting scheduled for this distributor _____ To be conducted by Regional Mngr.

Sales Training Dept. Other _____ Sales Training Dept. Should Confirm Date to Distr.—Yes No

(If This Is a Dealer "In-Store" Meeting, Complete the Following:

Class of Retailer—BIG MED. SMALL Type of Outlet—Appliance Store—Music Store—Furn. Store—Dept. Store—Jewelry Store—Other _____

Competitive Products Handled—TV _____

TABLE RADIO _____

PORTABLE RADIO _____

PHONO—HI-FI _____

Indicate Below Any Comments Made By Personnel (Favorable or otherwise) Attending Meeting Regarding Zenith Products, Policies, New Products to Consider

Report Submitted By _____

MRA

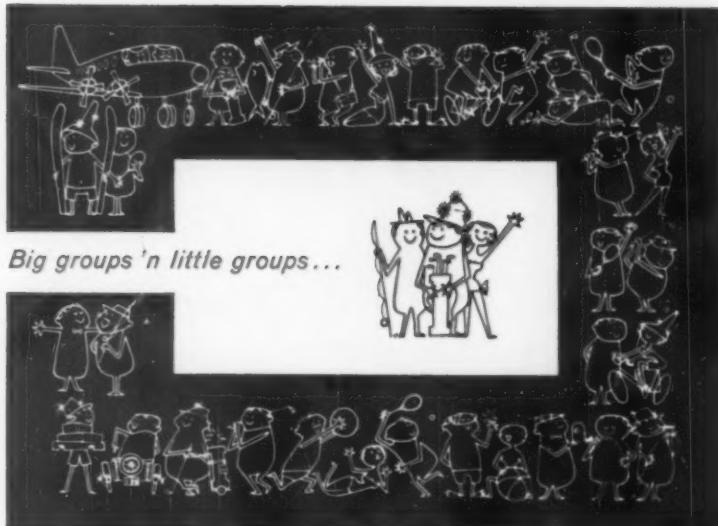
Mail to Sales Training Dept.

any additional and pertinent information, not previously reported.

In conjunction with every factory

sales meeting, which we hold periodically here in Chicago for just our regional representatives, at least one

to three days are always set aside for the field sales trainers and training manager to hold a "train the trainer"



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TORONTO, 707 Victory Bldg.

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session with these men, revolving around products and programming just being introduced.

First sales trainers perform the meeting for regional representatives as a group, just as we intend the regional representative will present the same meeting to his distributors, and on their distributors' behalf, to their dealers. Following this, each regional representative is asked to get on his feet and repeat the same meeting to the rest of the group.

After each such a presentation, we discuss it, offer constructive criticism, so that the man is thoroughly prepared, before starting out on his own. Almost always, these individual presentations are recorded on tape for playback study and suggestions by management and field representatives.

Now, I have been covering those meetings conducted by our sales training people and regional representatives. There is another group of men who conduct Zenith meetings which I shall now report on and call Group No. 3.

Group No. 3: These trainers are the 500-odd distributor salesmen who sell our products to dealers. In-store training meetings are an important part of their job responsibility. Planning of these distributor to dealer Zenith meetings are, of course, scheduled by the distributor sales manager. We do provide meeting literature, flip charts, films and other training media to assist them in their presentations. We also provide a suggested meeting calendar for the distributor sales manager's use to plan and schedule his salesmen's meeting efforts.

We do ask, however, that these men send us a meeting report which is in the form of a giant self-addressed post card (see page 181). You will note it must be signed by both the salesman and distributor sales manager. This is his receipt of meeting results. The card is sent directly to me and, in turn, is distributed to the various factory sales and marketing people that would be concerned.

We, of course, cannot tell these men where and when to hold meetings. We only ask that when they hold one they let us know about it. Reply card is another receipt for the factory, as well as a check on this effort. This report guides us to develop and prepare the most ideal materials that distributor salesmen require to effectively conduct dealer meetings within their territory as well as other information that would be of help to us at the factory.

Admittedly, some distributors enter into this activity with greater enthusiasm than others. We received



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over 6,000 cards last year so we know there were at least that many meetings held by Zenith distributor salesmen on one or more Zenith products and programs.

In addition to our own regional representative and field sales trainer-conducted meetings, discussed in the first part of this reply, our marketing development manager and myself hold a number of field meetings around the country. Our marketing development manager, last year spent about 60% of his time in the field and estimated that he held about 200 meetings of the mass dealer group type as well as several distributor salesmen conferences.

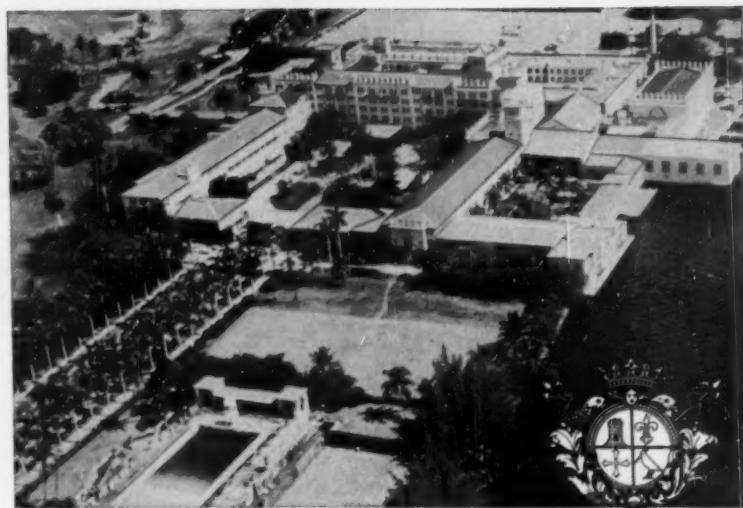
Mass meetings run anywhere from 50 to 350 dealers and their salesmen in attendance. Many of them are even of the banquet type where a dinner is served and a stage-type product presentation with product demonstrations follows. Our sales trainers are specifically picked for their platform ability and appeal to get across points in an interesting, professional manner in every sense of the word.

Again, in the case of our 16 regional representatives, sales training meeting requirements are one of the many duties and responsibilities which they have, both to us and to their distributors. Their meetings are generally of an in-store variety, small intimate-type group sessions where they would speak to one dealer and all his salesmen before the dealer's door open for business in the morning, or after they close in the evening. Although frequently, particularly after a new product model or line has been introduced, they do assist the distributor principal to holding a mass-type dealer meeting in a hotel or auditorium, or in the distributor's own facilities.

Point I would like to make, in attempting to thoroughly describe our sales meeting method, is that it is highly organized and planned, controlled through our home office, using devices such as planning boards and calendars, and what's even more important, a follow-through via a meeting report. These reports are religiously studied and distributed among all interested members within our marketing subsidiary.

One final point: there are always product service representatives, both from our own factory and Zenith distributors involved, who attend the large majority of these meetings. This is always a "must" to our sales trainers and regional representatives who conduct meetings, and dealer service-men are always invited to attend sales meeting for dealers.

Now I have highlighted for you our



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basic year-long field meeting plan. It is implemented from time to time with special meeting activities where for a given series of meetings, covering a specific period, we prepare special props, flip charts, etc., to give a complete presentation by all personnel from Groups 1 and 2.

Such was the case when I spoke to the Agate Club last November. We were just ending up a series of specific meetings on stereophonic sound reproduction and Zenith's approach to it. That particularly meeting activity began on Sept. 29 and went through Dec. 5 and was a well-integrated controlled series of meetings being conducted simultaneously in various parts of the country by the marketing development manager, sales trainers and 16 regional representatives. For this specific series of meetings each of these men had a kit of specially prepared props—all were the same. They

had such things as a cut-away speaker, a cut-away power transformer, a separate Zenith cobramatic tone arm, a cut-away section of one of our model's cabinets, a series of specially selected demonstration records and others. And, all of these men told the same product and sales information story—one that had been specially written and prepared here in the home office for the occasion.

In this one series of meetings alone, we estimated that through the combined efforts of the Zenith personnel mentioned above, we talked to some 8,000 dealers' salesmen and service personnel in that nine-week period. Keep in mind that in addition to that activity, distributor salesmen were holding their own meetings during the same period of time, as a follow-up to the mass meeting held by Zenith personnel, or for dealers who hadn't attended the mass meeting. •



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Tips for "Taping"

Check list designed to prevent blank or "muddy" recording when you tape a message or dialogue for a meeting or exhibit. Recorded Publications Labs offer 16 points to check for tapes.

Perhaps there is nothing more embarrassing than to line up important people for a recording session only to find that your efforts result in a blank or "muddy" tape. (Plus inconvenience when participants must re-do whole program.)

► Use of magnetic tape recorders for sales meetings and exhibits is on the

up-swing. Some predict that most businesses and homes in the U.S. will be equipped with tape recorders in the next decade. Executives may find recorders will figure more in their future plans.

If you are not to be among the unsuccessful operators, keep and follow this check list by Recorded Publications Laboratories, Camden, N.J.

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- Did you plug in recording machine?
- Did you check to make sure electrical current is AC? (Some large hotels and buildings still use DC current.)
- Did you clean recording heads and capstans on which tape travels?
- Did you check that "on" button has been turned?
- Did you push recording button?
- Did you start recording about 30 seconds before actual program begins?
- Did you place microphone between five and 15 ft. from recorder? (Mikes that are too close will pick up machine noise, and too distant mikes will register outside hum, static interference and loss of quality.)
- Did you place mike 10 to 12 ins. from speaker's mouth? (Treat mike as a friend. Talk naturally as if in conversation with a next-door neighbor. Mike fright has ruined many recordings.)
- Did you place mike in steady position, equidistant to all speakers? (Holding mike from person to person causes noise which will be recorded.)
- Did you make sure speaker realizes he must keep within mike range during recording? (Make sure he does not turn his head and speak to the wall.)
- Did you make gain test for proper volume? (Listen to playback of each speaker's voice ahead of time.)
- Did you remember you will have to adjust volume as each speaker talks, according to your gain tests?
- Did you maintain a six-foot lead of tape after it is threaded in case of breakage?
- Did you set aside extra reels already threaded so they may be quickly placed on machine in case tape breaks in the middle?
- Did you remove any noise source? (Fluorescent lights, air-conditioning units, fans and open windows can cause un-wanted interference on tape.)
- Did you follow specific recording instructions which accompanies machine? (Too high a recording level will cause distortion. Too low level will make voices "muddy".)

Tape recorder operators must be wary of additional look-outs if they want to be successful, according to Recorded Publications Laboratories: (1) Never use tapes that have been stored in excessively cool or hot areas. Under such conditions, tapes become brittle or mildew which makes breakage almost certain. (2) Never use old tapes that have been lying around. Most old tapes have been reused many times and have a number of splices. (3) Use only special manufactured tape for splicing, never cellophane mending tape.

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MILITARY type recruiting poster is adopted by Manpower, Inc. to give regional meetings unusual theme design and to capture imagination of managers.

G. I. Theme Used for Low-Budget Regionals

Manpower, Inc. ties all meeting activity to military visuals. Posters and cutouts come from recruiting offices of armed forces. Teletype machine reports case histories from field offices. Reports rushed up to speakers during their talks.

Search for the unusual in sales meeting themes is never ending (especially when the theme has to capture imagination and interest of conferees as well as get the message across).

Manpower, Inc.'s latest regional sales meeting had such a theme. Called "Breakthrough in '60," entire meeting was keyed to a military theme. It employed such unusual items as military visuals, military displays, and military comparisons and analogies in speeches.

Response to the theme was rewarding to those who originated the idea. In fact, the theme so captured the imagination of participants that many of them were unconsciously using military phrases in their after-hours discussions.

But the job of picking a theme that has excitement in it — is able to stimulate the imagination, is short and punchy and yet can be easily implemented with visual material — is not an easy one, reports Vice-President James D. Scheinfeld. "We threw out many timely ideas either because they'd been overworked or because they would be too costly."

Objective of Manpower's four regional meetings held in Milwaukee, the Poconos, Dauphin Island, Ala., and Monterey, Calif., are threefold: (1) to stimulate branch managers to review their own office procedures and revise those that were too time consuming or unnecessary, (2) to find new ways to serve both present and

potential customers, and (3) to sell the concept of penetration — that it, working with present customers to find ways Manpower can serve all departments in their organization.

Penetration concept formed the basis for the breakthrough theme. "In military terms," explains Scheinfeld, "breakthrough implies penetrating the main line of defense and then spreading out and encompassing the entire operation."

To stimulate interest before the meeting, each delegate received a series of oversize teaser postcards. First was an invitation with a key to the meeting. Next four were a series of oversize postcards illustrated with military figures bearing messages such as, "red carpet treatment for you at the regional meeting," "learn of new weapons, strategies and plans at the regional meeting," "load up at your regional meeting with high-powered ammo for '60" and "new power for '60 . . . see it . . . feel it at your regional meeting."

Format for each meeting was the same. Board Chairman Aaron Scheinfeld, who was on a world tour to line up possible new locations for the firm's overseas operation, welcomed delegates with a tape recorded message. President Elmer Winter outlined objectives for '60 and illustrated the penetration concept with a visual chart to depict a series of closed doors to departments where Manpower might be of service. First door was opened with the initial sale. Others opened as the salesman used his initial contact to help him meet and talk with other department heads. Behind each door were a series of cartoon faces to illustrate reactions a salesman would encounter, such as "so what?" "show me," "ho hum, I'm not interested."

Mornings were filled with reports by executives on different sales techniques to help make penetration work. Lunch periods were limited to an hour. Delegates had time to eat together and then discuss problems of their respective offices. Afternoon sessions were split up into a series of tables of information. Tables dealt with specifics of the business and with various services the company offers. Case histories were used to illustrate the more successful uses of these services. Evening social periods were used for informal discussions.

Tables of information were panel presentations, manned by experienced managers, who had been contacted in advance and given an opportunity to develop their own outline for the session. One-third of the period was left open for questions and answers.

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"We issued a semi-edict to all executives who were going to speak in the morning sessions," says Scheinfeld, "that they had to illustrate their subjective matter with visual material keyed to a military theme."

Problem then arose of how to coordinate this material and have it prepared in the most economical way. One member of the staff was assigned overall responsibility. He met with each speaker to develop visuals, to handle production of the material, and to insure continuity.

Ground rules for visuals were simple. They had to be easily transported from site to site, they had to be related to the military theme, they had to be working visuals that the executive could talk from and add to as his speech progressed, and that they had to have a new look about them and create excitement.

In line with the military theme, local armed forces recruiting stations were contacted to see what visual material they could spare. This resulted in a deluge of life size cutouts of military figures, miniature cutouts, displays of missiles and a variety of posters. These were adapted to the theme of the meeting by adding special banners. Some of the cutouts served as directional signs to indicate where sections of the meeting were to be held. Others were used on luncheon tables with banners to highlight the theme. Others were spotted around to emphasize key points of the meeting.

Regimental flags were also used as markers for various rooms in the hotel where the discussion groups were meeting.

Visuals, which could easily have been one of the most expensive parts of the meeting, were handled economically and effectively. Layton School of Art in Milwaukee supplied an art student to do sign painting work during his spare time. Result was signs of a professional calibre at much less cost than a professional would have charged. Many of the special displays were constructed at the Milwaukee Vocational School. Vocational training classes took them on as class projects and only charged for materials.

Twenty centerpieces for the final banquet were also handled economically. Military theme was carried out by having a series of satellites circling the globe carrying the words "Breakthrough in '60" and toy soldiers engaged in battle on the ground. These were prepared by the student from the Layton School of Art.

An information center complete with Teletype machine was set up at the back of the main meeting room.



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During speeches by executives, messages came in over the machine to illustrate with concrete examples from field offices how the principle being discussed had resulted in an outstanding sale. These messages were rushed up to the speaker who read them and then posted them on a huge bulletin board next to the teletype. This proved an effective way to illustrate key points using actual case histories in an attention-getting manner.

All handout material for the meeting was prepared in advance and bound together in a loose leaf binder and given to the delegates at the first session. In this way they were able to use the material for reference and were able to make notes as the meeting progressed.

All elements of the meeting were brought together by President Winter in his concluding remarks as he ana-

lyzed the breakthrough theme in terms of what each speaker had said. At that time, he distributed a 90-day calendar program to pinpoint what should be done on each of the next 90 days to make the most effective use of the subject matter discussed.

To provide added stimulus for making quick use of the breakthrough principles outlined, a sales contest was announced which was based on the number of "penetration" calls made.

As a follow-up, a booklet was prepared with pictures taken at each of the meetings and sent to the homes of all who attended and to their office staff who had to stay home and "mind the store." These booklets, highspotting key points of each speaker's presentation, served as guides for the manager to pass along all the things discussed at the meeting to his staff. ♦



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Subject: WORRY

Two small businessmen were discussing problems. One declared that worries were piling up for him and he was about to break under the strain.

"Thing for you to do," counseled his friend, "is to simplify your problems by lumping the related ones. That's what I did, and now I have just three problems: nagging credits, profitless business, and the fact I'm broke."

Subject: SELF INTEREST

Tycoon's daughter had just returned from finishing school and he was showing her around the newly completed mansion. At the swimming pool they stopped to watch several athletic young men diving and stunting in the water.

"Oh, Daddy," exclaimed the girl, "and you've stocked it just for me!"

Subject: COMPLIMENT

A small boy was told by his mother to say something nice to each young lady with whom he danced as he escorted her back to her chair. He danced with one young girl and took her back to her seat without saying anything to her. Suddenly he remembered his oversight and went back to her. "Margie," he said, "you sweat less than any little fat girl I ever danced with."

Subject: INSURANCE

Farmer's barn had burned down and the agent from the insurance company arrived to discuss the claim. He explained the policy that covered the structure and told the farmer that the company would rather build another barn of similar size and materials instead of paying the claim in cash.

The farmer was furious. "If that's the way your company does business," he exploded, "you can just cancel the insurance policy on my wife."

Subject: ADVERTISING

All the creative copy writers are not on ad agency payrolls. Often the most pungent copy comes from the man (or woman) on the street. For instance, a large sign pictured many styles of rubber heels and included a large photo of a beautiful girl. Copy read: "I'm in love with America's No. 1 heel." Underneath in a flowing feminine script was written with eyebrow pencil: "Sorry, sister, I married him!"

Subject: MODERN TIMES

Suburban housewife and her young son were making their weekly pilgrimage up and down the aisles of the supermarket. The child, trying to help, reached from his shopping cart seat, picked up a package and put it into the basket. His mother reached over, looked at the package and said: "No, no, honey, put it back. You have to cook that."

Subject: SIGHT

Small-town merchant, while enjoying a convention in a large city, attended a strip-tease performance with some of the boys. Next day he was obliged to go to an oculist for treatment.

"When I left the show last night," he told the eye doctor, "My eyes were swollen—first time it ever happened."

"After this," advised the oculist, "try blinking one or twice during the show. You won't miss that much."

Subject: BRAVERY

Two young boys walked into the dentist's office. One faced him boldly and announced: "Doc, I want a tooth took out and I don't want no gas 'cause we're in a hurry."

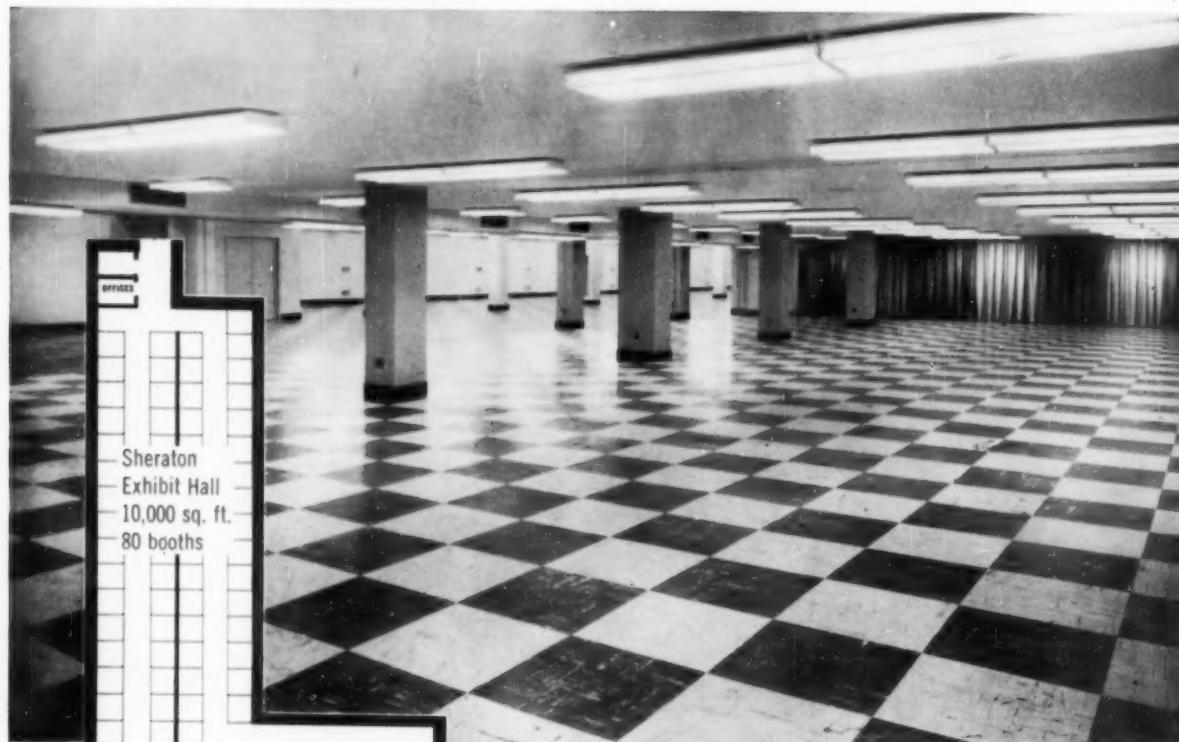
"I must say you're a brave boy," said the dentist. "Which tooth is it?"

The little boy turned to his silent friend and said, "Show him your tooth, Albert."

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